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BOMBAY

BRAIN BUILDING FOR ACHIEVEMENT

A COMPLETE SELF-INSTRUCTION
COURSE ON THE DEVELOPMENT,
CONTROL, AND USE OF
MENTAL POWERS

BY
HERBERT N CASSON
Editor, 'Efficiency Magazine,' London

D. B. TARAPORVALA SONS & CO, LTD.
"TREASURE HOUSE OF BOOKS"
HORNBY ROAD BOMBAY

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PREFACE

CIVILIZATION is now at the crossroads for this reason—the few clever and creative people have created equipment and new powers and devices which most nations are not competent to use.

SCIENCE AND INVENTION HAVE RUN AHEAD OF BRAIN - MAKING, whereas, in order to make civilization safe and workable, brain-making should have come first.

Then, to make matters vastly worse, most nations adopted the wild experiment of political democracy. The Competent Few who create and maintain civilization were by this senseless expedient shorn of political power.

The most worthless lout was given as much political power as the wisest scientist or most useful inventor. And from that craziest of all mistakes, most of our troubles and dangers have arisen.

In half a dozen countries, the absurd structure of political democracy has completely broken down. But instead of going forward, these nations have gone back to Dictatorships. The whole fate of a nation is being allowed to depend on the short life of an individual, who may or may not be wise, humane and self-controlled

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Before our eyes, nations that had risen to the heights of culture are going down. We have seen one great nation—Germany—one of the nations that led the way in Science and Invention, degenerate into a tribe, ruled by a deified, despotic Chief. And we have seen another nation—Russia—one of the most populous nations in the world, reel back into barbarism.

We have seen America, from which all intelligent men hoped so much, stagger and fall into economic and moral chaos. We have seen the baser and most parasitical elements escape from the control of law and dominate the life of the nation. What the end may be, no one can foresee.

Consequently, the most vital problem to-day is to find some way to add to the number of the Competent Few—those who are qualified by both ability and character for leadership.

A few nations, it must be said, have risen to the point where they have a Competent Many. This can be said of Great Britain, Canada, Australia, New Zealand, Sweden, Norway, Denmark and Switzerland. In these countries civilization is in no immediate danger. But even in these countries, the hope of safety and progress lies in the further development of efficient men of high

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character. Every nation needs, above all else, more and more men who have active, balanced, well-developed brains

As Mr Esme Wingfield-Stratford has said in his book *New Minds for Old*. "civilization is no more than the sum of its individuals, and if civilization is to perish in despite of its own unprecedented power and opportunity, it can be for one reason, and one alone—that these individuals have tragically failed to bring their own minds and spirits up to the level demanded by the revolutionized environment of a machine age

"If an infant finds himself presented with a high-powered sports car," says Mr Wingfield-Stratford, "or if a complete ignoramus is entrusted with the controls of an aeroplane, it will not be the fault of the machine if the adventure ends with a funeral "

This is not one of those national problems which we are compelled to leave to statesmen, such as tariffs and armaments It is essentially a personal problem. It concerns every worthwhile man and woman in the nation The most imperative duty and opportunity of everyone is self-development

We have been hearing a good deal about our "Derelict Areas" There is another kind of "Derelict Area" that ought to trouble us.

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It is under a man's hat It is a Derelict Brain. If you strap your arm to your waist for six months, you will find that it has become useless. You would not be able even to move it

The same thing, to a less extent, happens to a brain that is not used It stops working. It can no longer think When a man stops thinking about his job, stops observing and stops reading instructive books, his brain becomes derelict It becomes like a deserted shipyard, and the longer it remains derelict, the harder it is to start it up again

We have learned that this matter of brain development cannot be left to our educational institutions They have not moved with the times They are teaching stage-coach ideas in an age of aeroplanes They are hopelessly out of touch with the affairs and interests of the people of this generation. They have become the museums of ancient knowledge They have almost wholly ignored the achievements of Science and Invention.

"Our Public Schools are wasting time on obsolete subjects and neglecting the 'great fundamentals'," said Sir Richard Paget, speaking at the Industrial Co-Partnership Association at Oxford

"I was at Eton", he said, "and in the whole

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of my time at school I never heard a word about agriculture or economics or astronomy or the laws of health

"The study of Greek and Latin may be interesting as a hobby for certain types of mind," he said, "but as an education for tackling the vast problems of the immediate future I suggest it is utterly fatuous."

This is true. It is a matter that concerns every business man who is sending his son to a Public School. He should see for himself what is being taught his son. The present curriculum is hopelessly obsolete. As business men pay the piper, they should call the tune as to what their sons are to be taught in our Public Schools and Universities.

What a man needs to-day, in order to be fit to live in a world that Science and Invention have transformed, is not a museum brain, but a working brain. A man must be able to think as well as remember. He must have enough will-power to make decisions. He must have the knowledge of human nature and of ways and means that give us what we call "common sense". He must have the desire to gather facts and the mental ability to classify and appraise them. That is what I mean in this book by the double word—"BRAIN-MAKING".

Brains are "born" and made, both. It is

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not the weight of the brain that counts. It is the organization and activity of its powers. Many a man to whom heredity gave small gifts, has by persistence and self-confidence become one of the creative thinkers of the world.

A man's status in both business and social life depends mainly upon what he has done to develop his brain. As a chemical product, a man is said to be worth about four shillings. That is all that Sir Isaac Newton was worth. Or Shakespeare. Or Kelvin. As a body, a man may be worth about £3 a week or possibly £5. That is the value of muscle and bone. But as a brain, a man may be worth millions of pounds. If he wants to put his price up, he must make a better use of his head.

Hundreds of books have been written on mental development, but most of them are scholastic. Most of them have been written by Professors of Psychology, who simply do not understand what practical men mean when they say—"a working brain".

It seems clear that there should be more books that will bring this whole matter of brain-making down to earth—put it into clear, terse, conversational language. What our educational authorities have failed to do must be done by outsiders.

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I hold no brief for the Pelman System of instruction, but in all fairness I am compelled to say that it has led the way in popularizing what people should know about mental development. It has unquestionably helped hundreds of thousands of men to possess a working brain. It has been cleverly pushed by advertising. Why not? In the far future, I have no doubt that most of the information needed by the people will be as efficiently marketed.

This book, too, as you will see, is really a Course of Study on brain development, printed in one textbook instead of twelve. It gives simple, practical "Tips" that will enable many a man to control and use his mental powers. If it helps to add to the number of Creative Thinkers in the world, it will have been well worth the trouble of writing it.

HERBERT N. CASSON

CHAPTER ONE

USE SPARE TIME FOR SELF-DEVELOPMENT

THE first fact that must be mentioned in the first chapter is this—no man can depend wholly upon his daily work for the development of his brain

The greater part of any man's daily work is routine. Probably four-fifths of what he does to-day is precisely the same as what he did yesterday. This means that he is using his memory, not the creative powers of his brain. Most of what he is doing, he is doing automatically.

AFTER a man has developed his mental powers, he does think during his daily work. Any small fact or incident may suggest a principle to his mind. His brain has been trained to observe and reflect. He has begun to use his whole brain, not merely that small part of it that deals with automatic actions.

But invariably the process of brain-making is begun by what a man does in his SPARE TIME. To make a brain is no small matter. It requires at least as much concentrated attention as the making of an engine. No man starts on his career with a ready-made

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brain. He starts only with more or less possibilities. Heredity may have done much or little for him. But heredity never finishes the job. That he must do himself.

It is fairly easy to predict the future of any young man by noticing what he does in his spare time. One can tell, at any rate, whether he will be a spectator or a creator. Every man, eventually, falls into one of these two classes. He either takes an active part in the drama of life or becomes a mere onlooker.

If his spare time is spent at dances, cinemas, races, football games and so on, then he will probably remain a spectator. His life will leave no mark and when he dies, there will be no vacancy to be filled. His work, whatever it is, will be done by another Robot. But if he spends at least half of his spare time in gaining knowledge and skill, then it is certain that he is on his way to become a creator.

Most young men want to have "a good time" at the moment. They take short views of life. They do not look far ahead. If they were determined to have "good times" after forty, they would give some attention to brain-making from eighteen to forty. In a word, up to forty, a man should think of CAUSES. At forty he begins to see EFFECTS.

The young man who lives for pleasure and scoffs at serious practical things will find at thirty that men of his own age are ahead of him. A young man who has a bit of common sense thinks of his life as a whole. He does not throw away the valuable years that should be spent in climbing up the ladder of promotion. He gets his knowledge quickly and makes a good use of it. Then he has a good time ALL his life, and not merely for a few years at the beginning of it.

When we speak of our unemployed, we are referring, of course, only to bodies. It is not possible for us to take a census of unemployed MINDS. But we know that there are millions of them. The powers of thought in these minds are not being used. The front of the brain—the creative part, is entirely idle. A man can keep on living and working and moving about without putting his brain to work. He guides himself by his memory—by experience. But the whole front of his brain—the part that lifts him above the lower animals, may be as idle as a shut-down factory.

We must have recreation, but it is not an end in itself. A man should deserve his week-ends. *Punch* once had a picture of an apparently foolish and useless youth intruding into a studio where an elderly artist was at work. "However do you manage

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without exercise?" said the youth. "It takes me all my time to keep fit" The artist replied: "Fit for what?"

Now that most of us are giving so much time to sports and week-end holidays and all that, we must not forget that the purpose of energy and good health is to make us more fit to be useful in the world. The men and women who give all their attention to recreation are wasting their lives. What is the use of making a tool sharp if you don't use it? All recreation and health-getting is only a means to an end. There is no good reason why an idler should be fit

There is nothing to be said in favour of mental idleness. The brain does not need rest in its waking hours, as the body sometimes does. It needs change but not rest. Its needed rest comes from sleep

What we call "brain fag" comes from working for too long periods on one thing. It may be taken as a useful rule that at the end of every two or three hours, a brain-worker needs a change. He needs to send the blood to some other part of his brain. But he does not need idleness

Actually, a vast number of men, even when they are in the Springtime of their lives, "kill" time by reading "shockers", by solving cross-word puzzles, by studying the

worthless tips of race-track touts, by loafing on the street corner or in pubs and by scores of other time-wasting devices. In most cases, TIME is all they have. It is their only capital. And their steady desire is to destroy it.

Speaking of cross-word puzzles, Mr Esme Wingfield-Stratford truly says "Energy must find an outlet somewhere, even in the most atrophied mind, and that it may drain itself easily and agreeably into vacancy, puzzles and competitions are devised, culminating in the invention of the cross-word, perhaps the most scientific of all time-killing devices, with its capacity for holding the attention just sufficiently to keep the brain employed in the most useless of all possible activities for hours on end."

The fact is that anyone with an idle and undeveloped brain regards spare time as something that is to be wasted. No value is set upon it. The only question asked is: "How shall I waste it in some amusing way?"

As long as any young man retains this attitude of mind towards spare time, he can never go forward with an adventure in brain-making. He will never discover his own powers. He may spend his whole life doing some simple automatic job, when he might have risen to the top in some trade, or industry or profession.

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Many a young man is apt to be satisfied with the fact that he has a job. He is compelled to work for eight hours a day. The rest of his waking time, he thinks, should be spent on amusement. He has the delusion, too, that he is being educated by his work. It is making him wiser, he thinks. It is giving him experience. The thought that his mental development depends almost wholly upon his own efforts, and not on his job, does not occur to him.

It must be said that when a lad leaves school and goes to work his first job is not a matter of importance. Neither is his second job, very likely, nor his third or fourth. He has little knowledge and no skill. He must learn his first lesson—to do as he is told. Few lads know their own aptitudes, and any sort of a job will put them to the test and offer opportunities.

What DOES matter is the job that a young man has at thirty. By that time he has become either a competent man or a Robot, and his one sure way of becoming a competent man is by making a good use of his spare time. It is not too much to say that any young man's promotion is helped more by one hour of spare time self-education a day, than by his eight working hours.

In 1910, a young lad of fourteen left school

and became an office-boy in a fairly large company. He was a quiet-natured, self-contained boy. He was quite different from most office-boys, because he was very keen to learn and to be useful. He took the keenest interest in his company. He studied its goods, its catalogues and its advertisements.

During his first summer holidays, he visited the factory of his company. He spent a whole day of his spare time to find out how the goods were made. He had first secured permission to go through the factory. This request, naturally, marked him out as a most unique office-boy. The executives heard of his visit and they talked about him.

He secured the favourable attention of the men at the top of the company before he was fifteen. In a short time he was promoted to a place in the filing department and his wages were increased. When he was eighteen, he began to buy business books and magazines. His fellow clerks jeered at him. They called his books "hot air" and "piffle". But the lad knew better.

He was interested in his work and his company and his own future. That is why he was different from most lads. He did not mind being laughed at. He had a mind of his own. He was a Brain-Maker. He kept on learning and being promoted. He is now

the Managing Director of that company He has more than three thousand employees under him

Those who jeered at him—those who were not discharged—are now under him His success has always been a mystery to them, because they are still fools Among themselves no doubt, they often say “Wasn’t he lucky?” They saw with their own eyes how he climbed up, but they learned nothing

He rose from the lowest position to the highest because he had the right attitude of mind towards Knowledge and Work—because he used much of his spare time to add to his value Whenever we see a young man who is keen to learn and anxious to be more useful, we may be sure that he is on his way to the top Also, we may be sure that he is being jeered at by the fools who dislike Knowledge and hate Work

What some men have accomplished in their spare time is almost incredible Elihu Burritt, the “Learned Blacksmith”, worked at his forge and learned more than fifty languages Many of the busiest men of large affairs have found enough time to write useful books Others have perfected inventions And others have acquired a high degree of culture in the arts or sciences.

It is worth noting that even among the

twelve million Negroes of America, whose grandparents were slaves, there has been a strong movement towards self-development. Ninety per cent of these Negroes can read and write. At least ten per cent of them are learning efficiency and climbing up to a higher level in spite of prejudices and many unjust disadvantages.

There are six thousand Negro doctors, two hundred and seventy Negro newspapers, sixty-seven Negro insurance companies and thirty-five Negro banks. There are seven hundred and fifty thousand Negroes who own homes valued at £225,000,000. If so many Negroes, living in a nation of prejudiced white people, can achieve such results, what possible excuse can be offered by any young man of British blood, if he makes no effort to improve himself?

Fifty years ago, books were written mainly by literary people. There were very few books that dealt with the practical affairs of life. But to-day there are literally thousands of books that deal with business in all its phases and with self-development. The most useful knowledge is now available and cheap. No matter what a man wants to know, he can find it in a book.

To-day, when a man reads only to "kill time" or to learn the news of the day, he

does not know the value of reading. To be in the first class as a reader, a man must read at least one useful, instructive book a month. A great railway President—Samuel Rea—when he retired, made a speech to his staff. In his closing words he said “I advise you all to read good books. They are invaluable. Never forget that.”

Some business or technical books are gold-mines. They contain money-making knowledge. They are the best labour-saving devices. In three or four hours, a man can read a book and learn the experience of another man's whole lifetime.

Reading good books—that is education. A University is only the vestibule of knowledge. It is only a start. Theodore Roosevelt once said: “In 1880 I was graduated from Harvard University and then my education began.” He was a book reader all his life.

Many a career has been started by a good book. And many a business man has increased his profits by giving a larger percentage of his time to reading. Once I met a man who is worth more than £500,000. He had a book in his hand. “What,” I asked, “are you still learning?” “Why, of course,” he replied.

There is still, in the business world alone,

a prejudice against "book knowledge" No scientist nor professional man has such a prejudice It exists among farmers and business men only The reason is partly because farmers and business men over-value personal experience, and partly because many theorists have written books on business and agriculture

The fact remains that there are to-day thousands of useful, authoritative books on business, finance and agriculture The man who does not avail himself of this vast body of knowledge will find himself left behind by his more teachable competitors In these days, a man **MUST** read useful books

On one occasion, while on an ocean liner, I had a talk with the captain in his room "I suppose", I said to him, "that you have learned a great deal from books" "Not at all," he replied, somewhat annoyed "No On the sea we have to learn from personal experience" However, I noticed that he had a book in his cabin—*Wrinkles on Navigation*. No doubt, he had learned a good many "wrinkles" from books, but he did not want to acknowledge it

It is still true that many men believe it gives them higher standing, as practical men, if they say they have learned from personal experience and not from books.

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"This is always a prejudice or a pose Any man who does not read books on his business or profession is depriving himself of knowledge that he ought to have Any man who is asked "Do you read useful books?" should reply "Certainly I do I am out to get knowledge wherever I can find it No man in this generation can learn all that he needs to know from his personal experience alone"

Now and then, not often, we meet a man who can truly say that he knows his business from A to W, but it is certain that there is no one who knows it from A to Z The more we study any business subject, the more we find there is to learn There is always something new What a man knows, even in his own line, is usually less than what he does not know Life is short and there is now a vast amount of knowledge in the world.

I have been a constant book reader all my life But probably I have not read more than five thousand books, and there are four million books in the British Museum If I were to read day and night, I could not keep up with the new books When I think of this, I am aware that what I know is a very small thing as compared with what I do not know.

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The average business man picks up a little knowledge from the people he works with. He learns a bit more by costly personal experience. If he reads ten business books, he thinks that he has become quite a scholar. By the time he is thirty, he acquires the belief that he knows as much as he needs to know, and he gives all his spare time to recreation. In a word, he settles down in the A B C. class, and then he wonders why his business does not grow

Business is not like a mass meeting, where a man can sit down and watch what is going on. It is like a parade. A man must keep up with the procession. There are always new ideas and methods. No matter how clever a man may be, he can never do all his own thinking. He cannot learn everything, but he should learn as much as he can. Not much money is made by the men in the A B.C. class

In the Dark Ages there were limitations set as to what a man might learn. The mass of people were held down and compelled to life-long ignorance. In the dark, Dictator-ruled countries of to-day, too, there are such limitations. But in Great Britain and quite a few other countries a man's mental development depends wholly upon himself. It depends most upon what he does with his spare time.

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Mr C C. Knights once said to me "When a man uses his waste time to do anything, all he gets is net profit." This is a fact that few of us realize vividly. When waste time is used to do creative work, there are no overhead expenses to come out of the result. The whole of what we get IS NET.

Often, a hobby becomes an opportunity. Sometimes it becomes a trade or a profession. One ambitious young man in London adopted the hobby of stamp collecting, mainly because it enabled him to meet eminent men. He had confidence in his abilities, but he had no influential friends. He used his hobby as a door-opener. Eventually he became one of the richest and most respected financiers in London.

So, as we have seen, the first step in the process of brain-making is to appreciate the value of spare time. It is the one most valuable possession of everyone. Whoever uses only one hour a day to improve himself, spends forty-five eight-hour days a year on self-development.

"Life's greatest blunder", said a wise Sales Manager, Mr Manly P Northam, "is to underestimate one's own powers to develop and accomplish." This is not a careless statement, as the doctors who study the brain say that the average brain is only ten per cent

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developed A blunder that makes a man lose ninety per cent of the quality of his life —there can be no worse blunder than that

In every bar of pig-iron, there is the possibility of watch-springs, and in most young men there are possibilities of accomplishment that few of them are aware of. There are not many men with swelled heads but there are millions with undeveloped heads. Very few young men set out with a fixed purpose to make the most of themselves, but the few who do are the few who rise to the top in their trades or industries or professions

CHAPTER TWO

HAVE A WORTH-WHILE PURPOSE

THE second step in the process of brain-making is to choose a purpose that is worth attaining. As soon as a man has decided to make a better use of his spare time, he should ask himself "To what end?" He is about to move. Consequently, he must choose a direction. He must not merely drift aimlessly about.

In these days, when a new factory is built, it is designed to suit the process of production. A factory may fit like a hairpin at the end of a railway siding; or it may be seven or eight storeys high, or it may be built in a straight line. So, in the training of his mind, a man should decide what he wants to accomplish. He should try to make his brain a specialized machine, in order to get the highest percentage of result.

Many young men fancy that they are ambitious because they have wishes. This is self-deception. There is no true ambition without will-power—without a purpose. Almost everybody has wishes, but very few people set out resolutely to get what they want.

Many a young person sits in a small bed-

room and thinks. "Why cannot I have the pleasures that others have? Why cannot I, too, have money to spend, not merely a few shillings a week? Why do some people have all the luck?"

It is a good thing for people to have such questions in their minds. Wishes may be like seeds. Every successful career started with wishes. But no one can take a wish to the bank and cash it. Nothing as easy as that. Seeds are of no value until they are planted, and wishes are of no value until a man shapes a strong purpose in his mind to get what he wants.

First come wishes. Then comes will-power. It is easy to have a wish, but it is not easy to develop a will-power. The one best way to acquire a stronger will-power is to set out to study something or do something or improve something. There you have in a sentence the secret of every permanent success. By studying, doing and improving, every worth-while result has been attained. This holds true for the young man of twenty, in a small job, and for the millionaire of sixty as well.

As soon as a young man has set out to do half a dozen things and has done them, he has made his will-power stronger, because a feeling of self-confidence has sprung up in

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his mind This drives out the feelings of self-pity and depression He becomes truly ambitious His wishes are shaped into plans. He finds he can do more than he thought he could do He begins to appreciate his own abilities He sets himself harder tasks

The point is that wishes alone will not bring either success or happiness They only bring unhappiness to those who have no pluck It is will-power and perseverance that make the dreams come true, not always, but often Few men get all they want, but anyone of us can get quite a few things We can if we have the courage to pay the price.

Unless a man has a fixed purpose his wishes will pull him about He will become one of those restless men, who are constantly changing from one job to another A time may come to any man when his job becomes stale and irksome and when the thought comes to him that he would like a complete change

A man in the Midlands, for instance, once wrote to me "I have had my fill of the grocery business I am going to sell my shop and start a garage" No doubt, in two years he will sell his garage and start an Advertising Agency. His wishes will probably push him about because he has no purpose

Almost every business man, now and then,

wishes that he were in some other line of business "Far off fields look green." He knows the troubles of his own business, but he does not know the troubles of other businesses. Often he invests money in another line of business, and in most cases he is sorry later. He learns that it is better for a man to stick to what he knows—to concentrate.

Many years ago I knew a man who owned a sawmill. He made it pay. He kept on until he had twenty-seven sawmills. A friend once criticized him for sticking to sawmills. "Why don't you branch out into some other line?" asked the friend. "Why should I," replied the man. "The only thing I know is how to run a sawmill." That man had a fixed purpose.

Whenever a man's job becomes flat and stale it is likely to become unprofitable, too. The one best thing is not to seek for a complete change, but to set about making improvements. There is not a job of any kind, large or small, that cannot be done more efficiently in some way.

Usually, it's the man himself who has gone stale. He has stopped learning and thinking and brain-making. He has begun to work like an automaton. Naturally, he does not enjoy his work. So, this desire for

a change is sometimes caused by ambition and sometimes by the inactivity of the brain. If a man wants a harder job, that is a good sign. In general, it is best for a man to stick to what he knows, and to keep his job interesting by making improvements and extensions.

Until a man has a purpose, he does not know what to learn. Many an energetic young man sets out to acquire many kinds of knowledge. He studies twenty subjects. He reads miscellaneous books. He aims in a vague way at self-improvement. He does improve his mind and acquire much information, but he does not raise his standing in the business world. He has learned much, but to no purpose. As we might say, he is "all dressed up and nowhere to go."

I once knew a lady of wealth and leisure who decided to read the whole of the *Encyclopaedia Brita*. She spent, I believe, a whole year or more in accomplishing this task. Certainly, she added vastly to her knowledge, but she had no purpose. As far as I know, she did not in any way make use of what she learned.

In order to give shape and value to our lives, we must have Ideals. Harrington Emerson taught us that one of the principles of Efficiency is Ideals. A man should have

a picture in his mind of what ought to be, of what he believes he can accomplish, and work towards it. The man who is perfectly satisfied with himself and the way he is working—he has no ideals. He thinks that his ways are “good enough” and he forgets that “good enough” is a very different thing from GOOD.

Without Ideals a man becomes complacent. He accepts inefficiencies as a matter of course. As he has not shaped a purpose, he drifts. He does not prepare for circumstances. He allows them to strike him. His mind is passive instead of active. It deals only with the details of routine.

Many a manufacturer has become so used to having his factory in a mess, that he thinks the mess is “good enough”. He reminds me of a story of a small boy, who was told to go and wash his hands for dinner. He looked over his hands and said: “But, mother, they aren’t really dirty. They are just kinda blurred.”

Often, I have had a manufacturer take me through his factory complacently when there were fifty heaps of litter on the floor, when every corner was a scrap-heap, when a third of the machines stood idle and when nearly every worker was doing only 60 per cent of

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what he could do. His eyes would be blind to the disorder and the waste for two reasons:

(1) He had seen it so often that he had ceased to notice it.

(2) His attitude of mind towards his factory was one of satisfaction

In a word, he had no IDEALS. And for lack of them he had not made any effort to improve the methods of equipment of his factory. If his purpose were to make his factory the most efficient in its line, he would then really SEE what was going on.

An Ideal or purpose may be formed in a man's mind because of one of the following causes

(1) He may read an article in a magazine.

(2) He may read a business book

(3) He may hear a lecture on efficiency.

(4) He may visit an up-to-date, well-managed factory.

(5) He may have a talk with an efficient friend, who tells him some blunt facts about his business.

It is a curious fact that almost always a man gets his Ideal from some OUTSIDE SOURCE. He does not create it by his own thinking. Almost every man gets into a rut. He does to-day precisely what he did yesterday—"business as usual". If he is unteachable—

If he reads no business books and magazines, goes to no lectures, visits no factories—then no Ideals take shape in his mind And he makes no improvements.

The choice of a purpose mobilizes the brain It focuses all the mental powers upon an achievement It prevents desultory thought As soon as a man knows clearly what he wants to do, he begins to move towards his goal. He begins to make a good use of circumstances and opportunities. People will say that he has "good luck" But it is not luck that helps him It is the rudder of a purpose.

There is an old joiner in Middlesborough named Richard Old The one steady purpose of his life has been to make small models of beautiful buildings He made his models in the kitchen of his cottage He has made a model of St Paul's and the Milan Cathedral All told, he has made nearly eight hundred models. They are known by the name of the "Richold Collection" They have been seen by tens of thousands of people They were once shown at the "Inventions Exhibition" in London. All his life Richard Old has worked at his trade, and he has spent his spare time in creating beautiful things Certainly he had a worthwhile purpose

In 1847 a boy of twelve climbed over the

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wall of a rich man's estate near Dunfermline and was roughly chased out. As he scrambled back over the wall he said to himself: "Some day I'll buy this place." He was no ordinary boy. His name was Andrew Carnegie. About forty years later he went back to Dunfermline and bought that estate, as he vowed he would. He gave it to the town. It is now known as Pittencrief Park. That was only one of the smaller purposes of Carnegie's busy life, but he did not forget the vow that he made during his boyhood.

Lord Rosebery, as we know, said when he was a young man. "I am going to marry a rich wife, to win the Derby and to become Prime Minister." He achieved all three. He did much more. He gave us our most outstanding instance of the value of starting one's career with a purpose.

The final word that must be said about a purpose is that it should be something to do, not merely something to GET. A man should be acquisitive, but he must not be dominated by his acquisitiveness. If his main idea is to take money and property away from other people, he may make a success of his bank account, but he will not make a success of his LIFE.

The one best purpose that any young man can have is to give the public a better service

in a trade, industry or profession. He may decide that he wants to have the most attractive shop in his town, or that he wants to be an architect and design more shapely and comfortable homes, or that he will have a factory and make educational toys for children. If he wants to be sure of a success that is worthwhile, he must think of his work as a SERVICE.

There is an American word which is now being used a good deal in Great Britain—"Go-Getter". It means an effective man who gets whatever he sets out to get. It is a forceful word, but it may mean a man who is ruthless and unscrupulous. A bandit or a "smash-and-grab" thief might be called a "Go-Getter". The word may have either a good or a bad meaning.

But if I were to define most of the men who have made permanent success in Great Britain, I would call them "Go-Givers" rather than "Go-Getters". Whenever a company grows steadily and increases its profits, the reason usually is that it is giving better service than its competitors. As Samuel Turner once said: "A company that is permanently successful makes its living out of what it saves the public."

Business does not mean grabbing. It does not mean the art of getting other people's

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money That is a childish idea, believed only by stupid people who know little or nothing about business. Some of the "Grabbers" prosper for a time, but they create more and more ill-will and opposition. Usually, they end with a crash Very few people have successfully made war on the public

"How much can I give and yet make a good profit?" That is the question that a business man must ask himself, if he wants to build up a business that will not crash The little extra courtesy or service or value—that is what makes a company a winner in the race for trade Concentrate on Giving and Efficiency—that is the new idea which is, happily, coming more and more into practice in the business world.

So, I would suggest that the second step in brain-making is to have a worth-while purpose—to plan the making of the brain as a SERVICE MACHINE Why should we do this? Because we are all born in debt to all the strong Thinkers and Doers who have lived for thousands of generations We cannot pay the Dead, but we ought to try to prove worthy of what they did for us We must pay the Unborn what we owe to the Dead That is the only way to be honest We owe an infinite amount to the Past We have received much We must add a bit and pass it on to the Future

CHAPTER THREE

SPECIALIZE ON YOUR STRONG POINT

THERE is something unique—original—in the brain of every intelligent man.

There is some way in which he is different. No two thumb-prints are the same, and no two brains are the same. It is one of the axioms of Human Nature, that no two people are exactly alike.

This difference, however small, gives a man his best chance to add to his value—his money value and his social value. When a man neglects to develop his point of difference, he becomes a mass-production man. He allows himself to become common and less valuable. And this is the most serious mistake of his life.

A young man must study himself and find where he fits. He will be wise if he has half a dozen jobs before he is twenty. He does not know at first what aptitudes he has. Many a man does not discover himself until he is thirty or older. Some men have accomplished their most notable work after fifty. But it may be taken as a rule that sooner a man discovers his Strong Point, the better. He will have a longer success-period in his life.

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It is not true, as many American books on success teach, that any man can do anything if he possess unbeatable self-confidence. A privet bush cannot be an oak, but it can be, in the right soil, an exceptionally fine privet bush. One musician is fitted by nature to be the leader of an orchestra, while another is fitted to play second fiddle. Every man has his limitations, but he does not know what they are until he has put himself to the test.

Usually, a young man marries before he has discovered his own exceptional abilities. He is probably in a job that does not suit him. The responsibilities of marriage compel him to remain where he is, unless he has an ambitious wife who cheers him on to take chances. He is likely to play safe—to say “half a loaf is better than no bread.” This timid slogan has shut the doors of advancement against tens of thousands of young men. And they make a small success instead of a big one, or no success at all.

Many a young man, usually for some temperamental reason, makes a bad start when he leaves school. He may proceed to “sow his wild oats” or he may lack ambition. If his father was wealthy, he may have been spoiled by having too much money to spend; or if his father was poor, he may lack self-

confidence and initiative. Either wealth or poverty may be a bad handicap to a young man. Either may influence him to neglect the development of his own brain.

Vash Young tells the story of a young man who had a well-to-do father. He was the only son. He was well educated and idolized. Money and gifts were showered on him. As a result he was spoiled. He grew up to be ungrateful, selfish and snobbish. He became a spender. He spent so much that his father fell into financial difficulties.

Then the lad broke down his own health. At eighteen he became an invalid. The doctors said that he would never again recover his health. One morning, as he sat in his wheel-chair, he began to think. He began to appreciate the goodness of his father and mother. He realized that he had been a bad son. In two words, he "woke up." He determined to be worthy of his parents. His first resolve was to be useful.

He had artistic ability. That was his one strong point. He began to paint picture post-cards and sell them. He became keenly interested in his work. His health began to improve. In a year he became completely well. To-day he is a good son. He is supporting his father and mother. Health, fortune and happiness came to him when he

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woke up out of his trance of selfishness and ingratitude and began to develop his outstanding ability.

Another quite different story, but which illustrates the same point, is the story of the life of Mr Leon Fraser, the Scot, who is the President of the Bank for International Settlements at Basle, Switzerland. When he was a University student, he discovered that his Strong Point was learning languages. Consequently, he specialized on languages. Also he studied foreign countries and international organizations.

When he was forty-three, he was chosen for his present position, although he was not a banker. He was chosen because of his knowledge of languages and international affairs. He has a most difficult job. He has to deal with statesmen of thirty-four countries. He is in charge of the world's international bank, because he fitted himself for the position.

Every ambitious young man needs specialized instruction. First, he decides what sort of work he is most interested in and can do best. He then sets out to make his Strong Point stronger. He acquires his own kind of knowledge. He develops his brain along its own lines—that is the vital point in this chapter.

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He must look for whatever helps him. There are all sorts of people and things and ideas in the world. If he looks at the world with keen interest and with a purpose in his mind, he will find many congenial people and a vast amount of the specialized knowledge that he needs.

He must find his own sort of friends. He must study his own sort of books and magazines. As far as he can, he must live in an environment that suits him. I am compelled to say that many a young man must leave home in order to get a chance to "spread his wings." Many parents fail to see and appreciate the ability of their children.

One of the most useful purposes of wealth is to enable a man to create the environment that suits him. He can then have his own kind of a home, quite different, possibly, from a standardized house. He can have it where he wants it. He can make his home a meeting-place for the people whom he wants to meet. He can create, in a way, not only an inner self, but an outer self as well. In all the details of living, he can specialize on the things that suit and strengthen his outstanding aptitudes. That is one of the greatest benefits that wealth can confer on any man.

The struggle of life is the struggle to be-

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come distinctive in some way that helps us. Those who are "the fittest to survive" are those who develop distinctive powers to serve their fellow-beings. That is why a man must keenly search for his own kind of knowledge and his own kind of people. In whatever he does, he must play up to his Strong Point.

As far as he can, a man should live his own life. The most important thing to him is HIMSELF. He must cater and conform to a certain degree, as he must serve others, but he must seize any opportunity to develop along his own line. He must not be pushed too far off his own track. Life has its obligations, but in Great Britain and a number of other countries, it has an element of liberty as well.

Mr H G Wells, in the first volume of his *Autobiography*, makes the plaint that he has not had enough chance to develop his own distinctive powers and do his own work. "I do not now in the least desire to live longer," he says, "unless I can go on with what I consider to be my proper business." This complaint, coming from a man who has apparently, during his whole life, done and said whatever pleased him, is very striking. It shows that even Wells has been interfered with and pushed about.

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It is no easy matter to plan one's life and to hold fast to the plan. But the point to remember is that it is desirable and possible. Thousands have done it and their names are in the Encyclopaedia. They did what they were best fitted to do—what they wanted to do. They made themselves unique and of high value. However much a nation may try to coerce people into uniformity, when it erects statues, it erects them to the men who dared to live their own lives.

It is much better, in this stage of Specialization, for a man to have a fairly complete knowledge of one job or one subject, than to have a smattering of a dozen things. He can be in the first class in one thing. If he is the best stoker in his town, he will never be unemployed. If he is the best writer of headlines in England, he can reach a four-figure salary. If he is the best jockey, he can become both famous and rich.

There are fewer all-round men in the business world to-day than there were thirty years ago. Why? Because business has split up into several hundred professions. Almost every job has developed a technique of its own. The head of every large company is compelled to call in specialists to aid him in his task of management. Consequently, as every man has a more or less special-

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lized brain, he must find out the one job that he is best fitted to do.

In a word, instead of curbing his Strong Point of originality and making himself more like other people, he should try to make himself more and more original. Unless he is in some way different, he will remain in the rank and file and attract no favourable attention. Every young man who is ambitious should take this thought as a guiding rule.

CHAPTER FOUR

STIMULATE THE BRAIN BY TEACHING

AS soon as a man has decided to acquire knowledge and to develop his powers, he should bear in mind this suggestion—all the way along he should teach as well as learn. He should do this for his own sake. Just as the body remains healthy by taking in and giving out energy, so does the brain benefit by both taking in and giving out knowledge.

There is a phrase sometimes used—"No one shall pick my brains." It is a silly phrase. It is generally used by a man who has acquired a very little technical knowledge. It is certain that when a man says "What I know, I shall not teach to others," he prevents his own advancement. Not only is he less useful. He is more likely to stop learning. Many a man in a large company tries to make himself indispensable. Sometimes he means well, but it is the wrong policy, both for the company and himself.

During my whole business life, I have had a passion for teaching. I had a little magazine of my own at twenty-three and wrote

my first book at twenty-five. For fifteen years I made it a habit to give eight months a year to business and the four months of the summer to the writing of books. This habit I found in every way profitable, and steadily I decreased the time given to business, and increased the time given to authorship. Gradually, I evolved into a professional Teacher.

I learned that teaching helped me as an executive, as a great part of management is a matter of teaching. Also, it helped me to acquire more knowledge. When a man sets out to teach any subject, he quickly finds out that he needs to learn more about it. He finds that his knowledge is very far from being complete.

Harrington Emerson, one of the founders of the Efficiency Movement, began his career as a teacher. He was Professor of Engineering in an American University. He was called in as a consultant by manufacturers. He made such a notable success in working out the right process for the making of wire-glass that he left the University and became one of the first eminent Efficiency Experts. He had many clients. He earned high fees. But he always regarded himself as first and last a Teacher. He wrote two of the authoritative books on Efficiency.

It is worth noting that the most influential journalist and magazine publisher in Japan—Seiji Noma—began his career as a school teacher in a small town. The ambition sprang up in his mind that he would become the teacher of the whole Japanese nation. He now publishes 70 per cent of all the magazines in Japan, and they are filled with instructional articles, not with time-killing trash. He manages the *Hochi Shimbun*—the most influential daily paper in Japan. He has made a large fortune, but he has always put money-making in second place. His purpose is to be a Teacher.

It is certain that the secret of good management, as far as there is any secret, is simply this—studying and teaching. The lifelong job of an executive is to study himself and his business and his employees and his customers, and to teach his group and his public what he wants them to know.

He must know clearly WHAT he wants done and HOW he wants it done. He must not allow his people to create their own routine. When employees create their own routine, they invariably do a great deal of unnecessary work. They do what they can to make work. And they seldom find the one best and quickest way to do a job.

A manager must first create the right routine and let it alone. He must teach this

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routine to his people. If he is a new manager, or if he has been given a new department, he must spend most of his time at first studying the routine work and making it more efficient. He must never take it for granted that his people know how to do their jobs.

To find the right person for every job—that requires plenty of study. No one can do this perfectly. The ablest of us make many mistakes, but by studying people and teaching them, we can reduce the number of mistakes. Then, when a manager has improved his routine work and taught it, he has many other things to study and teach.

He must bring new ideas and methods into his business and pass them on to his people. He must keep them up-to-date. He is the channel through which the new ideas must come. If his people fall into a rut, they will slow down and lose interest in their work. He must study trade conditions, outside influences, methods of competitors, new equipment—everything that may have an effect upon the net profits of his company.

It may be laid down as a rule that when any executive stops learning and teaching—when he thinks he has finished his process of brain-making, his best days are over. There is always something new that can be

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done to stimulate employees, to prevent waste, to reduce costs, to increase sales and so on. In a word, an executive must never become a mere Supervisor. Supervision is only a little part of his job. He has a great deal of creative work to do. And in order to do creative work, he must LEARN, and in order to develop the abilities of his people, he must TEACH.

Whenever a man says, "I am too busy to read", that means that he has neglected the job of teaching his people. He has made himself only a worker and a supervisor. He is doing all manner of small jobs that he should have taught others to do. By neglecting the development of his people, he has put a stop to his own development.

"I have made more money with my coat on than off," said a business man who is a leader in his trade. He meant, of course, that more money is made by thinking and learning and teaching than by slogging and sweating. A man can climb up to a certain level by sheer hard work. Then he will find himself stuck unless he learns how to put work on others.

A big man has many helpers, just as a big river has many tributaries. There is a limit to what a man can do himself, but there is practically no limit to what the ablest men can accomplish through the work of others.

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As a worker, a man can climb up to a certain distance, but if he is determined to climb HIGH, he must become an Organizer and a Teacher

Nearly every small shopkeeper, for instance, hires a cheap, stupid boy, who drives away customers and who is more trouble than he is worth. What he should do is to pick out the most competent boy in the district, pay him five shillings a week more than other boys are getting, and then teach him and put as many small jobs on him as possible

Many men take a foolish pride in being busy "It's hard work that does it," they say, and they pick up litter and hammer the lids on boxes and remain poor. Usually, they keep on doing the small, easy jobs because that is all they know how to do. They have never learned how to do the hard jobs. They keep on acting like employees. They do not know how to organize and plan. They only muddle along with the crowd in the day's work. They remain the Lilliputians of the business world.

The fact is that a company organized on progressive lines is largely a school. An educational process is constantly being carried on. Instruction is given by personal tuition, by lectures to classes, by books and a house magazine. Every executive regards himself as being to a large extent a Teacher.

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There is a vast difference in the efficiency of employees, as we know. There are 100 per cent employees and 50 per cent employees. There are slackers who do barely 30 per cent of what they could do. It is the never-ending problem of management to bring employees up to par—to train, encourage and stimulate them to do their best. It is well worth thinking about—the employee-power of a company.

A young man starts in business on his own. At first, there is only himself and a boy. And any observant person can tell whether he is going to be an efficient employer or not by the way that he treats that boy. He is sure either to BLAME or TEACH that boy. If he only blames him, he will never be a competent employer. But if he teaches him, he may have hundreds of employees under him some day.

Does he blame or teach? That is the test by which he stands or falls as an employer. This applies to foremen, too, as well as to small employers. If a foreman begins by keeping his skill to himself and blaming his workers, he will be a flat failure as a foreman. A man cannot be an organizer unless he teaches as much as possible to others, and cheers his people on to learn as much as they can. He cannot win the loyalty of his employees if he keeps them terrified of blame.

To plunge into the midst of one's employees with a harsh "Who did this?"—that does not help to increase the team play and net profits of a business. To engage employees, to leave them to pick up the knowledge they need and then to blame them when they make mistakes, is unfair as well as unprofitable.

Blame is destructive. I have known companies to be smashed by it. It makes the wrong mental conditions in a company. One of the wise rules of the late Herbert Chapman was this—when one of his football players had played badly and missed chances in a game, Chapman did not blame him. He knew that the player was blaming himself. He invariably gave the player a cheery word of praise.

There is a world of difference between blaming and teaching. A business is built up by instruction all along the line. A wise young employer puts every possible part of his work on his first employee, and teaches him how to do the work. If he does this, he has passed the test. Eventually, he will have many employees. He has begun to learn the art of EMPLOYERSHIP.

Well-trained and highly-paid employees reduce costs. That has been proved over and over again. The silliest employer is the one who dislikes to pay high wages and salaries.

He is as silly as the government that tries to tax rich men out of existence. He is ignorant of his own interests. He does not know his costs. He does not know that he is making money on the best paid workers and losing money on the lowest paid ones.

Frederick W Taylor delighted in seeing his men earn more wages. He took a keen pride in his high-priced men. Those who refused to earn more he regarded as a loss and a nuisance. If they persisted in remaining unteachable, he sacked them. Often, he would go to a worker and say, "I've been watching you. You're a man who works just as well when the boss isn't in sight. Just for that I'm going to raise your pay."

It does not pay to set a limit to wages. That creates slackers. Wages should be a certain percentage of what an employee is worth to his company, and the more he is worth, the more profit the company makes on him. This is self-evident, but there are plenty of employers who do not know it.

Big men are cheapest. In my opinion, most of the competent Managing Directors of British companies are underpaid. Too much fuss is being made in the daily press about £7000 salaries. Any man who can increase the profits by £70,000 is worth £7000 a year. When Judge Gary was engaged as

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President of the U S Steel Corporation at a salary of £20,000 a year, a reporter asked John D Rockefeller what he thought about such a salary Rockefeller replied "Well, I don't know what Judge Gary is getting, but you can go and tell him to come around to my office tomorrow and I'll pay him twice as much "

In every large company, there are at least several able men at the top, and one of their tasks is to pass their knowledge as far down the line as possible Every business has a head and a tail It makes profits with its head and loses money with its tail Some businesses have a big tail and some have a small tail Consequently, it must grapple with the problem of teaching its tail-enders.

Everyone whose work is not profitable to a company is in the tail-end class As a general rule, these tail-enders should not be discharged, but they should be taken in hand and trained Only the unteachable should be discharged Every employer should ask himself "How many employees have I got, NFR?" He should subtract the tail-enders from the profit-makers The result will, very likely, stagger him That is why an educational process must be always going on in a well-managed company It must be constantly endeavouring to reduce its tail

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There is an element of teaching in salesmanship. Sales people must know their goods and give information to customers. Every salesman who sells motor cars, refrigerators, vacuum cleaners, water-softeners, machines, etc., must be to a large extent a Teacher. He may teach efficiency or better buying habits or a higher standard of living.

Advertising, too, is more and more becoming teaching. The wisest advertisers are now making their advertisements more reliable and informative. They are doing less price-shouting. They are telling the NEWS of their businesses. No book has ever been written on the educational value of the best advertisements. It would be a large book.

Also, manufacturers and wholesalers, a very few of them, are now teaching their retailers how to sell, how to dress windows, etc. This is a new step in the right direction. One American company has changed its salesmen into "Service Men." In a word, they have become Teachers. This is the right line of development. Such a thing would not have been dreamed of thirty years ago.

So, as you can see, this matter of teaching plays a large part in the life of every successful man. It helps others and it helps him as well. It is one of the factors in brain-making.

and business-building, both. A man is more likely to keep on learning if he teaches, and if he imparts his knowledge to others in his organization, he is given more time to think and plan.

In my opinion, any man who wishes to become influential should study the arts of self-expression—speaking and writing. If he is reticent and dumb, he will have less influence and few friends. Some great men have totally lacked the gift of words. Edison, for instance, never made a speech or wrote a book. Now that he is dead, we realize that the world has lost much by his lack of the power of self-expression. A man dies, but his books may live on.

Moreover, it is one of the duties of every man of character to be more or less of a propagandist. All manner of foolish and dangerous doctrines are being taught to the people. There are always voluble fools and fanatics at large. There are Communists everywhere, thrusting their plausible nonsense into the minds of shallow people, who are ready to believe what they want to believe.

Consequently, men of sense and character must do what is possible to teach true and practical ideas. No one can afford to ignore the force of public opinion. Folly must be

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kept in control by Wisdom. He who possesses knowledge is morally bound to do what he can to make it known. "Let your light shine," said the greatest of Teachers.

CHAPTER FIVE

TEST IDEAS BY ACTION

WHEN a young man sets out on the most important adventure of his whole life—the adventure of self-discovery and brain-making, he must begin with doubt. Descartes was the first to tell us that. Already, there are true and false ideas in his head, helpful and harmful ideas. He must have a mental overhaul, and hold fast only to those ideas that are true and helpful.

When I was twenty-three, I found in our Public Library a set of seventy books on Socialism. I was eager for knowledge. I did not know the difference between true and false ideas. I went through all these books. I packed my head with plausible trash. Then I set out to teach and to try out this trash. For seven years I was a leader of the Socialists. I became one of the first Fabians in the United States.

Finally, I joined a Communist Colony and lived in it, as the editor of its magazine for six months. There I saw the Socialistic ideas tried out. I lived in a little Russia. As I was teachable and not a fanatic, I saw the stupid folly of all the Socialist ideas I had learned.

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I saw that they created hatred, intolerance and poverty. I saw the total collapse of the crazy Colony.

That experience cured me of Socialism, but I lost seven years of my life. To acquire knowledge by personal experience is costly. I had to throw the trash out of my brain, and begin a new adventure in brain-making. After that, I did not believe all that I saw in books and magazines. I received every new idea with doubt. And as far as I could, I tested the new ideas by ACTION.

I am convinced that action is the only test of any idea, theory or scheme. That is why, before any new scheme is adopted, there should be, if possible, a try out on a small scale. A scheme in which no one can find a flaw may fail miserably. An impressive plan, on paper, may not be worth the ink with which it was written. Every practical man of wide experience knows that

Old John Fritz, the inventor of the three-high rolling mill, was well aware that the only test of every idea is action. When the plans of a new machine were shown to him, he would say: "Now, let us get the drawings right and the castings right and everything else right. Then we'll build one and find out why the damn thing won't work." If this

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sensible policy were adopted by Socialists, it would soon put an end to Socialism.

Consequently, when a young man sets out to develop his brain, he must aim to create an ACTION-BRAIN. He must doubt and test the ideas and schemes that come to him. If he does not do this, he will fill his mind with trash. And he may, possibly, lose years of his life. Many men, who remain idle theorists, lose the whole of their lives.

Success does not depend upon the quantity of knowledge that a man learns. It depends rather upon the quality of that knowledge, and upon how much of it the man puts to a practical use. There are many "wise fools" in the world. Most of what they know is not worth knowing, and they do not make a good use of what is valuable.

As we have all noticed, many a well-educated man fails in the practical affairs of life, while many a man of limited knowledge achieves an outstanding success. Usually, the reason is that the one man is not a man of action, while the other makes a good use of the little he has learned. In a word, some men perceive the ACTION-VALUE of knowledge, while others do not.

Action is the acid test of all theories and opinions. Many a scheme sounds well, but when it is tried out, it is found to be unwork-

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able Once, in a technical college in England, I was shown a unique electrical engine, invented by one of the Professors It was very ingenious, but no one had been able to make it go It was like many of the wild schemes of Communists and currency reformers

I would go so far as to say that no wise decision can be arrived at by either reading or talk First, the decision must be tested by experiment This is already the settled policy of scientists, and it should be the policy of business men as well The time may come when even our law-makers may try out a law on a small scale before they make it national and permanent

To-day, in business, we have too much talk We have too many Conferences When companies grew large, many of them set up little Parliaments The responsibilities became so large that the men at the top pooled them Especially in America, the Conference idea was carried too far The result was more talk and less action

It has been found that while an occasional Conference is valuable to promote team play, it is best to allow an executive to make his own decisions and judge him by results Invariably, when a company is run by Conferences and Committees, it is slowed down and fails to develop strong executives

The Scientific Method is first to gather as many facts as possible and then to make experiments. In order to find a new fact, a scientist will make hundreds of experiments. We in the business world have never been as persistent as this. Perhaps the reason is that we have never been as keen as scientists are to find new facts.

In general, there are six kinds of men who fail because they are not action-minded. They are as follows

(1) The APATHETIC Man. He is the man whose brain has fallen into a state of torpor. He is inert. The light has died out of his eyes. He is the man who replies to every helpful suggestion—"what's the use?" He is really only semiconscious. Only the automatic part of his brain is active. There are millions of such men.

(2) The TIMID Man. He may be very intelligent. His brain may be active. He may have acquired much useful knowledge. But his mind is full of fears. He shrinks from responsibilities. He is afraid of blame and failure. He avoids risks. This world is too rough for him. Just for lack of a bit of courage, he settles down for life in the rank and file, although his abilities, perhaps, would entitle him to a position of leadership. He dare not pay the price of success.

(3) The WEAK-ENGINED Man. He may or may not be timid. But he lacks perseverance and stamina. He is like a motor car that can run on a level road, but cannot climb a hill. He may dash at an experiment, but when it fails, he tries no more. He is deficient in will-power. He can do only the easy jobs. He may make a small success, but not a large one.

(4) The COMPLACENT Man. He is the man who stops learning. He loses the desire to move forward because he has the delusion that he has arrived. Apparently, he knows all that he wants to know. His period of growth is ended. He thinks he has made his brain. Sometimes this apathy of complacency seizes on a man after he has become successful, and sometimes it seizes on him when he has made no success at all. It is a dangerous brain disease—complacency.

(5) The NON-EXECUTIVE Man. He is the man who can act himself, but who cannot organize action. He is the man who is essentially a worker. He CAN put small plans into action, but not large plans. Sometimes he builds up a fairly large business, but it remains a one-man business. He does test his ideas by action, but he could accomplish much more if he would allow others to co-operate with him. Always, he takes too much on his own shoulders and consequently sets a limit to what he can accomplish.

TEST IDEAS BY ACTION

(6) The ACADEMIC Man. He is the Professor or theorist or man of leisure who has had no experience in the practical affairs of life. He has book knowledge only, and the books that he reads were written by other academic men. He lives in a world of words and phrases. He has never dealt with real things. He seldom knows the difference between an opinion and a fact.

An Academic man is always theoretical, dogmatic and irresponsible. He has never been an executive. He is quite unfit to be one. He knows nothing of management or of the give-and-take of business life. If he is given power, he deals in general orders and admonitions. Almost every nation has paid a high price for the mistake of placing Academic Men in position of authority.

It is unquestionably true that our Universities develop the academic type of mind—the type of mind that is futile and helpless in the handling of practical affairs. From the point of view of efficiency, knowledge is only raw material that must be shaped by thought into action. An efficient man asks of almost every idea: "What will it do?" He believes that knowledge should whenever possible be followed by a process of thought and a DECISION

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These six types of men are likely to fall short in making use of their knowledge and abilities because they cannot carry ideas into action. They are not DOERS. The Non-Executive man may be a Doer himself, but he cannot associate others with him in the carrying out of a large undertaking. There is such a thing as the Technique of Action. That is the point that needs to be made clear.

So when a man takes an interest in this supreme matter of brain-making, he must weigh up the ideas that come to him. He must not turn his memory into a warehouse of useless stuff. Above all else, he wants knowledge that he can USE. And he can safeguard himself if he makes it one of the rules of his life to test ideas by ACTION. Efficiency means a higher percentage of RESULT.

CHAPTER SIX

GET RID OF FEAR

OF all the deadly, brain-destroying influences in the world, fear is one of the worst and the most universal. It destroys self-respect and prevents self-development. Almost the whole of the human race has always been afraid of one thing or another.

There have been real dangers to be afraid of, and there have been imaginary dangers as well. The medicine-men and priesthoods that thrived on superstition have invented a whole array of imaginary dangers. They extorted money by claiming to have power to avert these dangers. They created a sort of Devil-worship which still exists in many forms in most countries.

Almost every Dictator has ruled by creating fear. That is the worst thing that can be said about Dictatorships. The one man at the top, in order to maintain his power, degrades and debases the people over whom he rules by filling their minds with fear. That is the main reason, I think, why we in Great Britain are invincibly opposed to Dictatorships. We prefer King Log to King Stork.

Consequently, we have gone further than any other nation in the abolition of fear

As soon as any man decides to develop his brain and to make the most of his abilities and opportunities, he may find that he has a fear. Almost always, when a man begins to move forward, he will meet an obstacle. All through life he will meet obstacles. And if they create fear in his mind, he will be slowed down.

Fear acts on a brain, like frost acts on a garden. It stops growth. A fear-bitten brain cannot work effectively, because the fear constantly interrupts the processes of thought. The brain concentrates on safety and self-preservation. Just as frost stops the circulation of sap in a plant, so fear stops the circulation of blood in a brain.

When a man gets a fear in his mind it weakens him. It is like a rotten spot in his brain. When a man has been unemployed for three months, there springs up in his mind a fear that he will never again get a job. It weakens him and makes him less likely to get a position. When a man has had a bad year and has made a loss he is likely to think "Two more such years and my business will be bankrupt." And this fear weakens him.

Many people have a fear of cancer. The

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Earl of Granard has said that cancer is not contagious, infectious nor hereditary. Yet many a man who has had a case of cancer in his family has acquired a strong fear of it. Cancer, in fact, is like lightning. One never knows where it will strike. It is one of those risks that we do not know how to prevent and being afraid of it weakens us.

If a man has set out to build a hut in a wild jungle, he cannot give his whole attention to the job. He is compelled to be on the look-out for snakes and wild beasts. At any moment, he may have to drop his hammer and seize his gun. A man who is trying to think when his brain is full of fears is in the same predicament. He has a sort of JUNGLE-BRAIN. His processes of thought are constantly interrupted by fears that spring out at him.

If a man is sensitive and has the power of imagination, the smallest dangers appear large. He fancies that there are dangers where none exist. Whenever he has to face a new situation, he looks at once at its danger-points. Some men are literally tormented by their imagination. They come to have an obsession of danger.

There are "57 varieties" of fear. There is the fear of what the neighbours will say. There is the fear of one's employer and one's

fellow-employees There is the fear of being discharged To more than half of the people in any country, there is the fear of poverty Anyone who stands for a few minutes and notices the faces of the passers-by on any street, can see on many faces the strained look of fear

Fear is the basic cause of most worry It destroys peace of mind and happiness It prevents a man from using his abilities just when he needs them most Many mental and physical troubles are started by worry. A man can worry himself into insomnia, into insanity, into suicide And a little courage would have saved him

A courageous man has few worries in his business life He may have home worries, but he does not worry about his competition with other men, nor about the future of his business He rather enjoys a spice of risk and adventure He turns the spotlight of his imagination on opportunities, rather than upon dangers

In order to overcome fear, the first thing to think of is that most of the things that men are afraid of do not happen The success and stability of that unique Association—Lloyd's—is the best proof of this For more than two centuries men have been running to Lloyd's with their dangers The brokers of

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Lloyd's, at low rates, take over these dangers. They insure people against risks. If the losses that people fear usually happened, there could be no Lloyds. The premiums would be prohibitive. But Lloyd's goes steadily on its way, through good and bad years alike. It is one of the most solid and permanent financial institutions in Great Britain.

Fear was overcome by hundreds of thousands of our soldiers in the Great War. They conquered fear and saved themselves from shell-shock by an effort of will-power, and a fixed determination to remain stoical in the midst of ghastly dangers. They took control of themselves.

Ever since that effort of self-mastery they have been higher-grade men. They stood the test. They gained a self-respect that cannot be shaken. None of them to-day has a jungle-brain. They acquired a fortitude that has stood them in good stead ever since the War.

Their heroism, it seems, has been an incentive and an inspiration to the young men and women who have grown up since 1918. We have young men and women who jump into aeroplanes and fly halfway around the world. They fly to the top of Mount Everest. They do such things as were never dreamed

of in Victorian days. I venture to say that in no previous generation were there as many young people wholly devoid of fear as there are to-day

Fear can be overcome by anyone who takes a large, clear view of human life and this universe. When we learn to appreciate the great gift of life, we are less impressed by its dangers. We come to accept dangers as a matter of course. While there is life, there is hope. There is no irresistible danger except Death, and it cannot help us to worry about what eventually happens to everyone.

For thirty years I have had over my desk at home a great picture that I have found very helpful. It is a Wetheimer picture. It shows two lions and their cubs at the doorway of a ruined temple, in a city that was destroyed and forsaken. All human life in that city has come to an end and the lions have come back.

So, whenever I am weakened by worries or fears, I look at that picture and think: "Things are not so bad. My city has not been destroyed. The fascinating drama of human life is still going on. I am alive. I am in the midst of living people. The lions have not come back." And the things that were troubling me seem at once to be very small and insignificant.

CHAPTER SEVEN

CONTROL YOUR BACK-BRAIN

THIS chapter carries still further the thought that was expressed in the sixth chapter. We must get rid of fear. Also, there are many other feelings and desires that we must either get rid of or bring under control. We might call them the feelings and desires of the BACK-BRAIN.

Sir James Jeans, the British scientist, has said that this earth has existed for 2,000,000,000 years, that there has been life on it for 300,000,000 years and that man has existed for 300,000 years. Also, we know that civilization dates back not more than 10,000 years, that the Age of industrialism began about 150 years ago and that the Age of motor cars, electricity, radio, aeroplanes, cinemas, etc., began within the memory of millions of people who are now living.

The Front-Brain, as you can see, is new. The creative powers of man are new. This is the brain that we mean when we talk about brain-making. It is very evident that this Front-Brain is not finished, in the sense that our hand and feet are finished. It is barely begun. There is only a small percentage of the members of the human race who have

well-developed, dominant Front-Brains The vast majority of the people now in the world may fairly be classified as Back-Brain people

The Back-Brain is old—300,000 years old It contains the instincts Men, as well as the lower animals, have instincts The word “instinct” is a word that we have invented to draw a line between human knowledge and the knowledge of the lower animals, and it describes only an imaginary distinction.

The Back-Brain contains the lower-grade feelings and a few of the higher-grade feelings, such as love of offspring It contains rage, hate, fear, greed, cruelty and lust In ten thousand generations of savagery, there was in every man a dominant Back-Brain Slowly and by millions of martyrdoms, there began to be Front-Brain people

For the last ten thousand years there has been a struggle between the Front-Brain and the Back-Brain people Here and there a body of Front-Brain people would create a civilization, and invariably the Back-Brain people over-powered it and destroyed it In India and Assyria and China and Central America and Egypt and Persia and Greece and Rome, and in many other places of which we have no record, civilizations were created by the Front-Brain class and destroyed by the Back-Brain class.

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This struggle is still going on This is to-day of all facts the most important Before our eyes, civilizations are being destroyed. The Back-Brain people have destroyed the half-way civilization of Russia. They are at the moment dominant in a score of countries, even in Germany and the United States. It is no easy matter to-day to preserve a civilization where there is a Dictator or where political power has passed into the hands of Back-Brain majorities

To follow out this subject is beyond the scope of this book I have dealt with it in my book *How to Restore Self-Government and Prosperity* The point that we are concerned with here is this—just as there is a world-wide struggle between the Front-Brain people and the Back-Brain people, so is there a struggle, more or less in the brain of every individual There is a struggle between the Front and the Back of his brain

Here we have the reason why we must be interested in this matter of brain-making. Unless a man develops his Front-Brain, he will be too much under the influence of his Back-Brain He will be content with only animal pleasures He will have a physical, but not really a mental life And throughout his life he will remain in the rank and file.

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It is a tragic fact that in the streets of our proudest cities there are thousands of Back-Brain people. They are the Goths, Huns and Vandals of our times. They are the sort that destroy civilizations. They walk past our noblest buildings, waiting their chance to pillage and destroy. And our supreme national problem is how to lift them up to a higher level—how to make them fit to live in a civilized nation

The fact is that the man who is dominated by his Back-Brain is a brute. He may degenerate into a wild beast—a murderer. Our prisons are filled with Back-Brain people. If a man's Front-Brain loses control, he may become an ape-man. He may become an enemy of society—an outlaw, unfit for liberty and perhaps unfit to live

It must be said that the Back-Brain has its uses. It may give a man courage and fortitude, if it is kept under control. It may give force of character. It may make a man unbeatable. The lower animals and the apemen had many valuable qualities. They could fight. They could protect their young. There are millions of men who have degenerated into weaklings, for lack of the qualities that primitive men possessed

The Back-Brain suggests desires—both rightful and wrongful desires. It stirs a

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man into action- If he has developed his Front-Brain, then his rightful wishes can be gratified. If not, then he is likely to try to gratify his wishes in some unlawful way. A young man, for instance, who has become a house-breaker, might have been influenced to develop his abilities so that he could get the money he wants in an honest way, without any danger of imprisonment.

Every man is like a horse and rider. His Back-Brain is the horse; and his Front-Brain is the rider. If the rider cannot control the horse, he may be flung off and killed. Brain control, or as we sometimes call it—the art of self-mastery, is one of those subjects that our educational authorities have left out of the curriculums. But the time will come when we shall perceive its importance.

The human brain, as Herbert Spencer was the first to tell us, is half feeling. The thinking, reasoning part of the brain is new. The feelings are vastly older than the part of the brain that creates ideas and inventions. Civilized men have refined and controlled their feelings. The riders have learned to master and train their horses.

It comes to this—that no man can be said to be intelligent unless the thinking part of his brain acts as his will-power, directs his actions and keeps the Back-Brain, with its

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feelings, desires and instincts, under control. It is because of the Front-Brain that we are distinctively human. It was the development of the FORFHEAD that made Man

With this thought in mind, we should shape our habits of life. We should be moderate in our eating and drinking habits. We should bear in mind that too much drink gives power to the Back-Brain, and that too much eating or smoking slows down the Front-Brain. We should avoid all opiates. Those who take drugs or drink to stupify the thinking part of the brain are deliberately throwing away their inheritance as human beings.

It may be said, too, that there is far too much of the Back-Brain in evidence in the business world. It creates greed, ruthlessness, bad temper and dishonesty. It pushes a firm towards stagnation, as it prefers tradition to improvement. Invariably, it puts a stop to thinking, and it always introduces an element of harshness and even cruelty into business life.

We are now paying more and more attention to the mental conditions in a business. Every shop and factory is full of feelings—good feelings or bad feelings. We do not mention feelings in our Balance Sheets, but

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every Balance Sheet is influenced by them for better or worse. When a business is run in a rational way, by thinking rather than by mere authority, there is always an increase in the net profits and the money is made happily.

As to how to master this Back-Brain of ours, we have received very little help from psychologists. The most useful tip they have given us is that of AUTO-SUGGESTION. This means, in simple words, that a man should assert to himself his confidence that he can do what he wants to do. He should say "What I want to do is worth doing and I can do it." If he says to himself "I can't," then his Back-Brain is made stronger. But if he says "I can", then he keeps his Back-Brain in subjection and even secures its assistance. This is unquestionably a valuable tip.

Always, the one best way to control the Back-Brain is to have a worth-while Purpose and to hold fast to this Purpose until it is accomplished. The effort to obtain a Purpose compels activity in the Front-Brain. It develops the latent powers of the forehead. It pushes a man along not only to success in the business world. Almost always, it develops his character as well. It makes a MAN of him.

CHAPTER EIGHT

DO NOT BELONG TO A HERD

THIS chapter follows on naturally from the previous chapter, but it carries the line of thought to a higher level. Also, it follows on from the third chapter "Develop Your Strong Point". It points out that a man must be more than a member of a standardised group. He must develop his element of originality, large or small, as far as he possibly can. Success comes to the men who are DIFFERENT.

By the word "herd" I mean any class, set, clique or circle of people all of whom think alike, or who accept the thoughts of a leader. A herd may mean people of wealth and learning as well as peasants. Sometimes a whole nation is mastered or magnetized by a leader, so that it becomes a herd. We have seen the formation of the Hitler Herd in Germany and the Roosevelt Herd in the United States.

Usually, when a nation becomes a herd, there is a period of intolerance. There is little or no liberty of speech or action. Usually there is persecution of the few who remain exceptional. Usually, the prisons are full of men of high character and indepen-

dence. We in Great Britain dislike all Dictatorships As you can see, we have a good reason

Russia, under the Soviet regime, is giving us the most striking object-lesson in modern times of a nation that has been turned into a herd The tyrants of Communism have by violence created such a regimentation of the people as has never been known since the Dark Ages As Mr Martin Moore has said truly "There is only one individual in Russia His name is Lenin, and he lies under a glass case perpetually lit by electric light. Everyone else in Russia is a personality only by virtue of his or her relation to the mass or to some section of the mass

The unfortunate people of Russia live, eat, work and play in the mass If they travel, they go in groups or "Brigades" It is almost impossible for a man to have any beliefs of his own that are contrary to the standardised beliefs The original man, no matter how wise or useful he may be, falls under suspicion of being an enemy of the nation, and is likely to be exiled to Siberia.

This book will be barred out of Russia. It would be considered as almost blasphemous by Communists and by all Dictators who have set out to rule the minds as well as the bodies of their people In all my books my

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constant purpose has been to create more original and distinctive men. I have never belonged to a herd. And I have never had much respect for most herd beliefs and legislation.

Even in Great Britain, as well as in every other country, there are influences that tend to standardize us. Even here, it is difficult for a man to shape his own beliefs and to live his own life. Here, for instance, are a number of these influences

(1) **NEWSPAPERS.** A great newspaper, with a million or more readers, usually does what it can to create a herd of its own. It does not give the news only, as probably it should do. It gives opinions. It tries to do the thinking for its readers. It even dares to tell them how to vote. Apparently, the vaunting ambition of many a great newspaper proprietor is to pull down the present Government and put in one of his own. And more than once this ambition has been achieved.

(2) **POLITICAL PARTIES.** In every country where there is political democracy, the voters have been drilled into herds. The individual voter has no existence as such, except in Switzerland, where there is the system of Initiative and Referendum. All the voters can do in other countries is to choose between one herd and another. That is, in my opinion,

the basic reason why political democracy has become unpopular and unworkable

(3) TRADES, INDUSTRIES AND PROFESSIONS
It must be said that a Trade or Professional Association is a sort of herd. It may standardize ideas or practices that are not for the benefit of the individual member of the public. There can be no doubt that a whole trade or industry or profession is sometimes held back by its standardized ideas or habits.

(4) TRADES UNIONS. It is undeniable that Trades Unions did, in their early days, do much to create better conditions and a higher standard of living for wage-workers. But it is also true that they organized workers into herds. They penalized the ambitious and competent worker. It must remain a matter of opinion as to whether, in their hundred years of existence, they have done more harm than good to the wage-workers of the world.

(5) CHURCHES. In the days of religious intolerance, every religion has its herd. People who were really congenial were separated by religious prejudice. There were even religious wars. There were hundreds of thousands of martyrs. A man in one religious herd regarded a man in another religious herd as being an inferior. "Unbeliever." Happily, this stupidity is dying out in many countries.

(6) CINEMAS. Now that cinemas have be-

come the most popular amusement of the people, and as there is a censorship of films, there is a danger that the opinions of cinema-goers may be standardized to a certain extent. This is a possibility rather than a fact. But it is worth a paragraph.

(7) WEALTH AND POVERTY. In any country where the rich have isolated themselves into a herd, and where the poor have been pushed into another herd, there is danger of revolution and class war. In Great Britain we have gone further than any other country to avert this danger. We have evolved above that level where men are rated mainly by rank or wealth or ancestry. We have only a few snobs, and they add to the comic side of British life.

So it is evident that we have at least a few influences that tend to mould us into uniformity. Almost every man is much more standardized than he knows. The beliefs that he thinks are his own are not at all his own. They may be, all of them, the beliefs of his set or class. It is only by effort and persistent self-development that a man can differentiate himself from the people with whom he is associated.

Always, the herd man has very few opinions of his own. He passively accepts the herd opinions. He is branded, as a steer in a

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herd of cattle is branded. Strictly speaking, he has no thoughts at all on many matters. He has only beliefs, many of which may be irrational. He allows a herd-leader to do his thinking. He has little more initiative and independence than a private soldier in an army. He does not really own himself. He BELONGS to a herd.

The fact is that people in any country are so much alike that we can trust to the law of averages as to what they will do. What insurance actuaries are able to predict, with regard to what people will do, is amazing. The task of a fortune-teller is not nearly as hard as we think it is. Most of us, far more than we realize, are mass-production people.

This unfortunately is proved by the general opposition that meets most new ideas and inventions. Many of the most useful new inventions or methods have clashed with the herd beliefs. Sometimes a struggle of twenty years or more is necessary before a new invention or method or product is accepted by the mass of the people.

The first motor cars were restricted by law for years, as we all know. The first railways were strongly attacked by writers in the Reviews and the daily Press. Actually, the first stage-coaches were attacked by the old fogeys

An English writer said in the seventeenth century:

“These coaches and caravans are one of the greatest mischiefs that hath happened to the kingdom. They prevent the breed of good horses and destroy those that are bred. They effeminize His Majesty’s subjects, who, having used themselves to travel in coaches, will possess no skill in horsemanship and become incapable of serving their country on horseback in time of war ”

Herd beliefs are invariably opposed to improvements and new truths. They prevent people from learning—make them unteachable. They have almost the power of legislation, and frequently a most reactionary belief is shaped into a law. Even in these days, even in spite of all that has been accomplished by Science and Invention, the percentage of men who are really open-minded in quest of new truths is very small.

A herd always moves slowly, unless it is stampeded into action by a fanatic or a Dictator, and in such cases its action is usually destructive. The instincts of a herd are to remain stationary—to make no improvements. It wants to hold fast to its present beliefs, “now and forever, world without end”. A herd, as such, is seldom intelligent.

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The brokers of the Stock Exchange says: "The crowd is always wrong". The crowd buys at the top and sells at the bottom. When 5s. shares have been boomed up to 30s, the crowd plunges in to buy, but when the same shares fall to 3s, the crowd does not want them. The shrewd speculator keeps out of the crowd. His aim is to buy near the bottom and to sell near the top.

Consequently, the aim of every ambitious, competent man should be to cut free from herd influences. As far as he can, he must try to make himself exceptional. He must develop his strongest aptitudes. He must put value into himself. As long as he is a crowd-man, he will have to sell his services at a low price.

A crowd-man never, except by sheer luck, makes a fortune.

The lowest class of useful, honest people is the class of labourers. They do the rough work that was done in ancient times by slaves. They sell their muscle-power. That is all they have to sell. There are always many of them who drop down into the "tramp" class. They stop working and beg. A small percentage become criminals. This is the fate of the men who completely neglect brain-making. They become mere bodies.

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The big rewards of life—rewards of fame, fortune and character—come to the Competent Few. They are the creators of civilization and progress in every country. They develop their abilities until in some way they can give a more valuable service to their fellow men. The crowd usually opposes them, but they SERVE the crowd. They are the pathfinders and pioneers of a nation.

Every man would like to have a good income, but only about one man in twenty is willing to make himself WORTH a good income. Sir Henri Deterding says, "My own working experience has taught me that only about 5 per cent of people want to be saddled with any real responsibility." He says that the average man "seeks to make his own burden as light as possible." He remains a crowd-man and he receives only a crowd-man's small pay.

The abler a man is in his line, the fewer are his competitors. He may even become so competent that he will climb above competition, as Royce did. The fewer his competitors, the higher he can raise the price of his services. Doctors and lawyers are well aware of that, but business men have been slow to grasp this point.

A shopkeeper, for instance, may sell practically the same goods as his competitors,

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but if he and his sales people give a more courteous reliable service, he need not sell on price. He can become to a certain degree free from competition, because his people have been trained to be exceptionally efficient. By securing the goodwill of customers, by better display and advertising and by selling only reliable goods, a retailer protects himself from competitors.

To-day, in Great Britain at least, a man can live his own life, if he is a sane and non-fanatical man. He need not be a herd-man. Here we have toleration, not only enforced by law, but generally accepted and practised by the people of the nation. We have no martyr-fires—no penalties for originality. We have free libraries and free speech and a free Press. There is no need for anyone who lives under the British flag to lead a standardized life.

CHAPTER NINE

KEEP IN TOUCH WITH PEOPLE

THIS chapter supplements the previous chapter. We must be neither hermits nor herd-men. It is fairly easy for a man to live his own life if he lives alone and pays no consideration to the opinions and wishes of other people, but to associate with other people and yet to be self-ruled—that is not easy. Our difficult problem is to keep out of herds and yet to keep in touch with various sorts of useful people, who may or may not be in herds.

The greatest of all Teachers was at times among the multitude and at times alone on the mountain top. It is by thinking of His example that we can harmonize these two rules which seem to conflict with one another. “Do Not Belong to a Herd” and “Keep in Touch With People.” It is quite possible to be both distinctive and sociable.

There are at least four good reasons why we should be keenly interested in our fellow men, from the point of view of brain-making. We need to associate with others in order to prevent morbidity, to learn, to serve and to succeed. The main reason why we should

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develop our brains is in order to be of service to as many people as possible. It is also true that the man who is wholly self-centred—who has no contacts with others—is in great danger of becoming unbalanced. In a word, by considering others we ensure our sanity.

It may be laid down as a wise rule for a man to keep in touch with all manner of worthy people. Many men, when they become rich, cut themselves off from those who are poor, or if they become learned, they cut themselves off from those who are not learned. They make friends only in their own set, and in my opinion this is a serious mistake. Such a narrowing of interests does not help any man. The man whose friends are all in his own little circle lives in a small world. He weakens his influence and endangers his success.

Happily, we in Great Britain have learned to have very slight barriers between sets and classes of people. We are slower to call a man a fool because his opinions are not the same as ours. There is very little of the red pepper of fanaticism in our blood. In no other country do all sorts and conditions of people meet without barriers as they do in our island. We have evolved above the savagery of hate. We are not good haters. Our Empire has brought us into contact with

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many other races And what this means as a help to mental development is vastly more than we realize

Keeping in touch with the people in many circles saves a man from the folly of being arrogant There are no laws of man against arrogance, but there are laws of Nature and human nature that deal with it, and the penalties are heavy and certain The arrogant man digs a pit for his own feet He moves towards a fall He does a definite injury to his brain, because he bars the door to much useful knowledge He learns only from people of his own class or from those whom he regards as being above him He condemns himself to ignorance on many vital matters

As it takes many colours to make white light so it takes many points of view to give us the truth That is the basic reason why we should 'keep in touch with the people of many sets and circles The employer who knows nothing of the thoughts and feelings of wage-workers is in danger of having labour troubles The snob who holds himself aloof from trades people loses more than he knows The savant who regards "common people" as the mere padding of the human race, marks himself out in a most important matter as foolish

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Why does Goethe remain the outstanding figure of the German people? Why does he tower high above the trumpery Kaisers and Dictators? Because he was the one man in German history who kept in touch with the whole range of human thoughts, feelings and activities—because all manner of men, from Kings and philosophers to ploughmen, liked him and believed in his friendship. Goethe lived his life full circle. Very few men achieve that.

The man of sense, when he climbs up, does not acquire the manners of a butler, subservient to those above him and contemptuous to those below. He is not the slave of appearances. He neither cringes nor bullies. He remains likeable to all manner of decent men. He does not allow his success or his good luck to make a fool of him.

Frederick W. Taylor, the founder of the Efficiency Movement owed much of his success to the fact that he kept in the closest possible touch with his workmen. He liked them. He respected them. His genuine friendship for his men enabled him to overcome their herd-beliefs and prejudices. He did practically what he pleased with them and he never had a strike.

Once, when delivering a lecture before the Professors of Harvard University, he said:

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“The working man and the college professor have fundamentally the same feelings, the same motives, the same ambitions, the same failings, the same virtues. A moment’s thought must convince anyone of the truth of this fact, since the college professors of to-day are the descendants of the working man of the past, while the descendants of the college professors are sure, in the course of time, to return to the working classes. We are all of the same clay and essentially of the same mental as well as physical fibre.”

We are all of “the same clay” with countless possibilities of development. One piece of clay may become a twopenny plate, while another becomes a precious thing of beauty, artistic and radiant with colour. As raw material we are all very much alike, and that fact should prevent us from despising any class of honest people. Every man is linked by a thousand bonds and interests to other men.

This is a practical truth, not a poetical fancy. The more experience a man has in business life, the more clearly he realizes that, to a large extent, business is people. No matter what business problem we try to solve, sooner or later we come up against the human element. In spite of all our machinery and mechanical devices, in spite of power-

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houses and grids and engines, it is still true that our success depends upon people.

The profits of any company depend upon the people in it and the people outside of it who may be persuaded to buy its goods. A Government, too, is composed of people. It cannot be any wiser than the people who are at the top of it. That is the fact that the originators of political democracy forgot, and which is now tumbling down political Governments in many countries.

When a big amalgamation of companies is organized, with millions of capital, often it fails to make satisfactory profits, because the men at the head of it are not big enough to control it. Given the right leadership, a company grows and prospers. Given weak leadership, it moves downwards towards insolvency and no loans can save it. Back of every Balance Sheet, there is a man or a group of men.

In spite of this undeniable fact, there are many men and women in the business world who plainly do not like other people and seem unable to deal with them pleasantly. There are some business men who have the manners of badgers. We have all met many a man in business life who was more fitted by disposition and mentality to be a light-house-keeper or a Robinson Crusoe. Sharp-

tempered people—sarcastic people—man-haters—woman-haters—aloof, dignified people—we have thousands of them in the business world. And they do not fit

The amount of friction that there is among the people of the same company is surprising. It gives many a Managing Director insomnia. Business is mainly a matter of contacts. A man who cannot deal with other people pleasantly is not qualified to be in the business world at all. Once, in the Midlands, I found two big factories side by side, belonging to the same company; and the superintendents of these two factories had not spoken to one another for five years. Stupid, inexcusable childishness!

Often, there are co-executives in a company who are enemies. There are feuds, jealousies and animosities. People in a company who quarrel with one another are likely to quarrel with customers. Every company, like an individual, has a disposition. As you can see, courtesy and friendliness are vital virtues in business life. And the man or woman who lacks them should either acquire them or secure a position with the fewest possible contacts.

The executives of all progressive companies are now taking steps to keep in touch with their employees. Welfare Work is

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good as far as it goes, but it may be impersonal. The human touch is needed as well. The man at the top can now and then speak to a man at the bottom. Much more concerning the policy and prospects of the company can be told to employees. Knowledge should not be kept as a Head Office secret. It should be passed as far down the line as possible.

Employees ought to be treated as members of the firm, not as Robots. They ought not to be ignored, as though their opinion and good-will were worth nothing. Suppose the Managing Director of a factory called in the Works Manager and explained a new policy! Suppose the Works Manager called a meeting of his foremen and explained the new policy! What a difference it would make in the morale and the output of that company!

It is also true in these days that almost every company, retail or manufacturing, must take some steps to keep in touch with Women. Women are no longer the slower sex. They are now setting the pace. They are stimulating their men. They want more things and better things than men do. One of the problems of a business man to-day is how to keep up with the women.

It must be said that since the war the

women have been more progressive than the men. At any rate, they have made more changes in their clothes and their habits and their outlook on life. The spirit of youth has come upon women. It is now difficult to tell, when we walk on the street behind a woman, whether she is twenty or fifty. There can be no doubt that the women of to-day are more ambitious than the men. They are keener for the good things of life. In tens of thousands of homes you will find a quick woman pushing a slow man. And in many cases, when we see a man climbing up in the world, it is because he is being prodded in the back by his wife.

The truth is that a husband's success depends more upon his wife than he ever admits, if he has a good wife. And many a man fails completely because he married a pull-back. If a wife takes a keen interest in her husband's business and encourages him to talk about it, this is a tremendous help to him. If he can talk out his troubles, they will not worry him so much. He will not brood over them.

A wife's advice, in almost any matter of business, is valuable. Why? Because women are the money-power of the world. They are the chief spenders. In nearly every problem of marketing, a woman's opinion is

more valuable than a man's. A Sales Manager, for instance, can learn more from his wife than from anyone else. Many a time I have increased the sales of a firm by making it present its goods from the woman's point of view.

Then there is the matter of the husband's feelings and temperament. His wife has more control of these than anyone else has. She can start him out right in the morning, or wrong. Many a man remembers all day long, for better or worse, what his wife said to him at breakfast. The great thing is to keep him in a money-making humour. And no one can do this for a man as well as his wife can.

She can steady him or push him or cheer him on when he is disheartened. Always she is either a stimulant or a drag. She can tell him "the truth in love" as no one else can. She can believe in him. God help him if she doubts him. Above all else, she can give him a happy home and that makes a man as strong as a lion. If she is efficient as a wife, the odds are ten to one that he will be efficient as a man of affairs.

So, as we have seen, a man can be greatly helped in his brain-making and success-making by keeping in touch with many kinds of people, first of all with the people in his

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own home, then with the people in his company and his trade or profession, and also with congenial people in many sets and classes. For his own sake a man must not be solitary and aloof. To reach the highest results in any line, he must be a lover of his fellow men.

CHAPTER TEN

SEE FOREIGN COUNTRIES

THE great value of travel as a means of mental development, is that it stimulates the brain and adds much to a man's receptiveness and power of observation. Not many men are so inert and apathetic that they can travel with dull eyes. They are practically forced to take notice of the many things that are different in foreign countries.

The power of observation is one that must be acquired. All boys have it but many men lose it. The people of civilized countries are not trained to see, as the Red Indians are. As we grow older, our eyes become duller. Unless a man has trained himself to observe, his eyes will be blind to the usual. He will notice only what is striking and unique. A man will walk past a house for five years and not notice it. But if it is on fire, he will notice it.

The man who lives all his life in one town or village walks its streets in a trance, if he has not trained his eyes to observe. A man may do the same kind of work for years and not really SEE his work after the first month or two. We all tend to become automata.

We do not see nor appreciate the common things that we see often. It is quite true that a man does not really see his own country until he has travelled. Very few Englishmen appreciate England until they have lived for a time in foreign countries.

Travel is a mental stimulant. There is no doubt about that. It pours a flood of data into the brain. It compels the brain to notice and compare. It starts up a thinking process. It rids the brain of little local, dwarfing prejudices. Of all educational influences, it is one of the most effective.

History proves that every sea-going nation has become intelligent and prosperous. That is an overwhelming proof of the benefit of travel. The greatness of Tyre and Sidon began when their people began to travel. So did the greatness of the Romans, the Venetians, the people of the Hanseatic League, the Scandinavians, the Dutch and the British. The one outstanding exception to this rule is Switzerland, whose people seldom travel. But all the world goes to Switzerland.

It is an odd fact that the revival of thought and progress in Europe, following the Dark Ages, was mainly due to the Crusades. It was due to travel. The Crusades started the Forward Movement in Europe. First, the

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bodies moved. Then the brains, too, began to be active.

The Crusaders found that the Moors were a superior people, not brutish heathen. They learned to respect the Saracens. They found that they were not devil-men, as they had been taught by their priests. They discovered the noble literature of Greece and Rome, at a time when they had no literature of their own that was of any value. Poor old fanatical Peter the Hermit was one of the most useful men of his generation, although he never meant to be

The one and only benefit of all the wars of the world, perhaps, is that they forced people to travel. Whenever the barbarians pulled down a civilization, they learned a bit from the people whom they conquered. There has always been a benefit in movement. It prevents people from having stagnant, unthinking brains. And it enables knowledge to be more widely circulated.

Why do practically all peasants remain peasants? Is it not because they live all their lives in one place, rooted like trees? They have no knowledge except what one tells another. They know only the hotch-potch of facts and superstitions that is passed on from parents to children. Usually, they are born and die in the same cottage.

Once, on a visit to the small island of Las Palmas, I was told that many of the peasants who lived in the villages of the interior had never seen the sea

Many of the world's greatest men were born in little villages, but they did not remain there. What chance would Richard Burbidge have had to become our greatest merchant in the Wiltshire hamlet where he was born? What chance had Isaac Newton to become our ablest Thinker in his Lincolnshire village? What chance had Clive and Hastings to become Empire-builders in their native villages? What chance had Andrew Carnegie to become the world's richest Steel King in Dunfermline?

The study of biographies shows us that most careers have begun with travel. It is surprising that railways and steamship companies have not made this fact universally known. What Thomas Cook & Son have done to promote mental development is a story that has never been told. It is certain that the stay-at-homes, as a rule, live smaller lives and have smaller successes than those who have stimulated their brains by travel.

There is one country in the world where the people never travel and where foreigners are hated and despised. It remains the

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most ignorant and superstitious of all countries—TIBET. It is almost the one country that has remained untouched by Science and Invention. It is the "spiritual home" of all traditionalists. Its people have the brains of frightened rabbits. It stands as a perpetual object-lesson of the folly of isolation.

In the matter of travel and teachability, Tibet is at the foot of the list and JAPAN is at the top. No other people in modern times have made as rapid progress as the Japanese. They are the most teachable of all people. They have regarded the whole world as a School and they have travelled here and there in order to bring home new ideas and methods and machines. That is why, in the inventory of nations Tibet is marked down as having no value, while Japan is marked down as a factor, in every market, of supreme importance. The Japanese travel and learn.

Now that a wave of nationalism is sweeping over the world, now that all countries are walling themselves in and protecting their home markets, there is all the more need of travel, in order to prevent the growth of those prejudices that lead to war. No doubt Germany could be saved from the friendless isolation that threatens her, if a million of her citizens could be sent for a

trip around the world. And if the young people of Russia could only travel and see the higher standards of living and of intelligence in other countries, their eyes would soon be opened to the squalor of Communism.

The new cruising habit, which has now become well-established in Great Britain, is a habit of great value. A cruise is educational. It is vastly more than recreation. It gives glimpses of three or four foreign countries. It gives us travel without the nuisance of passports and Customs officials. Many a man or woman, who has closed the doors of the brain to new knowledge, has been forced to open them again by the pressure of new environments. A cruise has a brain-making influence. There is no doubt about that.

Most of us should travel more in our own land than we do. I have made it a point to see practically every part of England, Scotland and Wales. How else could I have any clear conception in my mind of what I mean when I say "Great Britain?" Surely it is a pity that an intelligent man should live and die in Britain and not see the heather hills of Devon and the Lake District and the Scottish Highlands

Most of us should make more little business journeys. Managing Directors should

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visit other Managing Directors Foremen should visit other factories. Gardeners should visit other gardens and once a year go to Kew. Accountants should visit other offices and go to the Exhibitions of office equipments The quest for information arouses the brain from its trance of automaticity and starts the processes of thought.

If a young man becomes a travelling salesman, he is much more likely to develop his abilities than if he becomes a shop assistant. His brain receives more stimulation. He goes to see people, instead of standing still and waiting for people to come to see him. In the course of his day's work, he has many rebuffs and adventures He is on his own. He is compelled to depend upon self-help. That is, no doubt, the reason why travelling salesmen are, as a class, intelligent and active-minded

One of the wisest provisions of the unique Will of Cecil Rhodes was the bequest for the Rhodes Scholarships There are now in the Dominions and in the United States hundreds of young men who were educated at Oxford. All their lives they will remain pro-English. As yet, no American millionaire has been wise enough to reciprocate and to enable a number of English lads to be educated at Yale or Harvard. The statesman-

like purpose of Rhodes was to link together all the English-speaking peoples for the good of the world.

I am certain that I owe much to travel. My father was a Methodist minister, who was required, by the law of his church, to move to a new town or village every three years. I have lived twenty-three years in Canada, twenty-one years in the United States and twenty-one years in England. I have visited fifteen other countries. My regret is that I have never seen South Africa, the Far East or Australia, but I now make it a habit to go on a cruise to several countries every year. I do not want to become a "Little Englander" in my old age.

Once, I asked Harrington Emerson what had been the cause of his career as an Efficiency Specialist. He replied: "I think it was because I was educated in France, England, Germany, Japan and America. This change of environment compelled my brain to be active. I was forced to acquire the habit of observation, which is always the beginning of Efficiency."

It is likely that Frederick W. Taylor, the original founder of the Efficiency Movement, would have made the same answer. He was sent to school in Germany for a year when he was fourteen. This was followed by a year's

schooling in France. Then he was taken by his father to see England, Switzerland, Austria, Norway, Sweden and Denmark. It is very evident that travel in boyhood quickened the brains of these two men and prepared them to be the keenest observers of their day in the industrial world

It may be said that one of the reasons why an Efficiency Specialist can accomplish so much—why he is often regarded as a wizard, is because he has travelled so much and seen so many businesses. He has trained his eyes to see the ordinary things that the owner or manager of a business does not notice. He finds possible profits right under the eyes of Managing Directors. Often, he finds preventable wastes that have been going on for years

We who are the privileged people of this generation, are living in the dawn of the Golden Age of Travel. We can travel on railways, ocean liners, motor cars and aeroplanes. We can sail the seas on floating palaces for a guinea a day. Daring young men have flown from London to Melbourne in three days. It is now possible to fly around the world in a week. To be alive to-day and not to travel is a tragedy of missed opportunities.

Also, for those who are unable to travel,

we have the radio, which has turned the whole world into a single room. We have television, which will enable us to see as well as hear. We have books of travel in every library. We have the *National Geographic Magazine* which shows us the more remote regions of this earth. We have films that show us foreign countries. And we have many opportunities to meet foreigners in the towns of Great Britain.

The more we know of this little earth on which we are spinning through space, and of the human race to which we belong, the more likely we are to be freed from the little local prejudices that dwarf us, and to develop the powers of thought and will-power and feeling that we possess.

CHAPTER ELEVEN

ACQUIRE THE ART OF
RECUPERATION

ANY man who is in earnest in this matter of brain-making, must learn how to keep his brain in good working condition. He must know how the body influences the brain. He must avoid the complexes that warp the brain and the habits of life that slow it down. He must know not only how to work but how to rest. He must study the art of Recuperation.

A man should give the same care to himself that he gives to his motor car. He does not try to drive his car when there is something wrong with it. He has it put in order. Every day, tens of thousands of men are trying to work when their bodies and minds are in need of repair work. They stagger along. In many cases they must. And sooner or later there comes a complete breakdown. Worry pulls down the mind. Fatigue pulls down the body. And most worry and fatigue can be prevented.

There must be periods of relaxing. There must be rest and plenty of sound sleep. And there must be a change now and then. Sleep

rests the body. Jollity rests the mind. Any man who sleeps like a log and has a keen sense of humour will probably live to be 80 years old and have a good life. Really, there ought to be a service station for business men who are out of order. And the right man to run it would be a comedian.

The human body, in fact, is like a reservoir of energy. It is always, in waking hours, giving out energy, and it must take in as much energy as it gives out. When the reservoir is empty, that means death. If it takes in less energy than it gives out, the result is some mental or physical trouble. It takes in energy by means of food, rest, recreation and sleep. If a man neglects these, he is wearing out his body-and-brain machine. It is vital, therefore, that he should not neglect recuperation.

In every human body and brain there is a little "Repair Gang". It works hardest while we sleep. It is on the night shift. The man who works until midnight and then sleeps only five hours, does not give his "Repair Gang" a chance to do its work. Sooner or later, his body and brain will be out of order. It is not poetry to say that sleep is "Nature's sweet restorer". It is a scientific fact.

A man can acquire the art of sleeping soundly. The secret of sound sleep is perfect

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relaxation A drunken man has the soundest sleep. Why? Because both body and brain are completely relaxed and inert Drink is not a stimulant. It is the exact opposite of a stimulant If it can be said to stir up the brain at all, it is the Back-Brain that it arouses, not the Front-Brain.

In preparing to go to sleep, a man must first relax his body—unclench his hands—lie like a bag of sand That is easy. Then he must relax his brain That is harder, but it can be done A man can train himself to sleep in spite of noises On one occasion, after a long and tiring lecture tour on the Continent, I fell asleep on a train in Berlin at 10 p.m., and I slept without a break for fourteen hours.

When working, it is best to work for short periods only, with intervals of rest or change or recreation The best results, without any fatigue, are obtained, so I have found, by working for two-hour periods No task nor problem, however hard, will tire the brain in two hours General Stonewall Jackson, who had the quickest and most tireless army in the American Civil War, made a habit of marching his men for fifty minutes and allowing them to rest, prone on the ground for ten minutes. In all mental work, too, the matter of rest-periods is of vital importance.

How to carry heavy responsibilities lightly—that is something that must be learned by every man who is ambitious. It does not pay to take life too seriously. There is a tremendous value in fun. Laughter has a wonderful recuperative influence on the brain. Even frivolity has its value. This is a fact greatly undervalued by most men of large affairs.

The unsmiling man—the man who never laughs, invariably makes a smaller success than he would make if he were less wooden. Fun is a sort of lubrication, and the body and brain need it as much as any steel machine needs oil. The man who has no sense of humour—he is badly handicapped in his passage through this world.

In my opinion, the one thing that does most to prevent mental recuperation is discouragement. This is the first step in many a mental and moral breakdown. Probably few of us can escape having occasional short fits of discouragement. They are the natural relapses that come after a strong but unsuccessful effort. They need not last long. But discouragement is a deadly thing when it becomes permanent. It is a sort of mental paralysis.

Moody, the famous evangelist of Victorian times, once said that "God never works

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through a discouraged man" When a man is in a permanent fit of discouragement, he is in a state of collapse His will-power is out of order He needs a cheerful friend who will talk to him plainly If he has no such friend, he must talk to himself He must say. "That is enough of this cry-baby business. I'm not dead yet While there's life there's hope I must pull myself together and try again"

A man must acquire the power to recuperate after a failure Nearly every man is more or less slowed down by his losses or mistakes, and quite a few men are stopped Many a young man starts out with initiative and self-confidence Presently he makes a bad mistake and he never gets over it. Most men over forty play safe They avoid the risks that lead to success; and the reason is that they cannot forget their mistakes They cannot recuperate

A man can keep steadily on his way in spite of mistakes if he will bear in mind these four truths:

(1) No creative purposeful man can wholly avoid making mistakes. No one can always do the right thing at once Mistakes should be taken for granted, like measles and bad weather Every business man, now and then, hires the wrong man, buys securities that

make him lose money, adopts the wrong business policy and so on. No man is infallible. Only one man in the world claims to be. Anyone is liable to be deceived.

(2) If we take mistakes as educational, they will help us forward, not hold us back. No one need make the same mistake twice. There is always something to be learned from a mistake. Inventors and scientists make scores of mistakes before they succeed in an experiment. By studying the ideas and methods of successful men, we can avoid many mistakes. It is quicker and cheaper to learn from others than to learn by personal experience alone.

(3) Every mistake teaches us to learn as much as possible before we take action. It shows us the value of preparation. Most mistakes are caused by a lack of knowledge or a lack of skill or because of some temperamental defect. Knowledge can be acquired. So can skill. And most temperamental defects can be overcome.

(4) It is better to look forward and to make new mistakes than to look back and do nothing. A man must keep on. If he has the right mental attitude towards mistakes, they will not slow him down, and he will recuperate quickly after a failure. When Edison, the inventor, failed in an experiment,

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he would often say cheerfully. "Well, now we know another thing that can't be done"

When a man reaches that high point of self-confidence and efficiency where he works with ENTHUSIASM mistakes will not make him falter, and he will find it easy after every effort to recuperate. It is literally true that enthusiasm stimulates the mental processes. It is a brain-maker. It keeps the brain active. It helps to make a man resilient and unbeatable.

CHAPTER TWELVE

KEEP THE SPIRIT OF YOUTH

HAVING climbed above the sixty-fifth milestone on the long mountain of life, I confess that my hardest problem is to keep myself from becoming old-minded. I am stiff in the knees. That does not matter. What does matter is that I shall not become stiff in the mind.

Unless I am wary and watchful, I find myself regarding young people with disapproval. I find myself using my club of experience to knock down their new ideas. I find myself throwing a glamour over Victorian days. I am being attacked by Old Age. I know that I am in danger, and with all the will-power that I possess, I am holding fast to the spirit of Youth.

The one sentence in the New Testament which has for years impressed me most is this: "Except ye become as little children, ye cannot enter the Kingdom of heaven." No wiser or more needed words were ever spoken. The secret of goodness and success and happiness is to retain the spirit of youth—to keep our mental fires burning brightly, not to allow them to be banked up by the ashes of old age. Happy is that man who at the age of sixty-five still retains the bright, interested eyes of a child.

KEEP THE SPIRIT OF YOUTH

Most men, when they grow old, regard their many years as an asset. They stand on their years as on a pedestal. They become more formal and dignified. They assume an aspect of wisdom and speak with authority. They lose touch with young people and children. They become more and more self-centred and autocratic. They have been gripped by the spirit of Old Age.

The longer I live, the more it seems to me that dignity is a silly thing. There is a comic element in it. All young people know that. Surely the wisest of us knows very little. No man is as wise as some men look. As we grow older, we should not over-value our knowledge and our experience. We older people are only "children of a larger growth."

Dignity is usually a protective device. Many great men possess a simple dignity without being aware of it. But invariably the man who assumes dignity consciously in order to impress others with a sense of his importance, is a small and defective man. His dignity is only a pose. It is a sort of armour worn by weak men.

There is no age at which a man can be said to be superior to others. There is no such thing as "the prime of life." As we move through life, we gain and lose. Every age has a natural value of its own. We were all most lovable as babies. Consequently, our

personal problem is how to gain as much, and lose as little, as possible. The man who makes a success of his life is he who has learned much and done much without losing the spirit of Youth.

Every man, when he reaches the age of forty stands at the cross-roads. He may either keep young or slowly petrify into old age. Old age is a disastrous thing. It is a sort of half-death. Many a man is practically dead for ten years before his funeral.

We cannot altogether escape the old age of the body, although there is an old man of eighty-seven in London who still swims, dives and plays tennis. The body becomes stiffer after forty, but the brain need never become stiff. There need be no such things as old age of the brain. Old John D. Rockefeller is ninety-five but he has kept his brain young. He is full of the joy of life.

There are at least two ways, I have found, whereby a man over forty can keep young.

(1) LEARN SOMETHING EVERY DAY. As long as a man keeps on taking new ideas and facts into his mind, he will retain his mental youth. Henry Ford said on his seventieth birthday, "It is the man who stops learning, whether he is twenty or eighty, who is really old." The brain is like a pond of water. It becomes stagnant unless fresh water is con-

stantly running into it

As a man grows older, he must learn and unlearn .To unlearn is the hardest But what was useful thirty years ago may be worse than useless to-day. Every brain should have a waste basket. We must throw away whatever has become of no value to us. In a word, we must keep our body of knowledge up-to-date.

(2) KEEP IN TOUCH WITH CHILDREN AND YOUNG PEOPLE. This gives us a young temperament. Many a man at forty begins to have the belief that children are troublesome and that young people are foolish. This is a sure sign of the coming on of mental old age The man who looks with dead eyes at the play of happy children has died on his feet He has become the Ogre of his home He has destroyed his own capacity for happiness Heaven help the poor wives and children who have to live with Ogres

More than half of the population of a country consists of children and young people They are coming on The older people are passing out It is wise to keep in touch with those who are coming on To keep on learning and laughing—that is a great thing We who are older must never forget that It is likely to give us both SUCCESS and HAPPINESS.

BRAIN BUILDING FOR ACHIEVEMENT

In order to prevent this slowing down at forty, the wisest policy is for a young man to take stock of himself at thirty—to give himself a mental overhaul. He has had from ten to sixteen years' experience. He has had a chance to find out his strong points and his weak points. He may still be ambitious, or he may have totally lost his ambition. Many a young man has begun to grow old at thirty. He has had a go at business life. And when he is thirty the time has come when he should take stock of himself, his mistakes, his successes and his opportunities.

More than half of his life is in front of him. That is why he should take stock and see what he can do with the remainder of his life. He now has had enough experience to shape and Plan for himself—to create a Purpose. If he has been drifting up to thirty, the time has come when he must stop drifting. He is probably married. He may have a couple of children. He is no longer a lad. He has responsibilities.

Plainly the time has come when he must make a big EFFORT. He must call up all his reserves and show what he can do. He is now old enough to become an executive. He is old enough to get out of the rank and file. If he is misplaced—if he has made a wrong start in life—he is young enough to make a

change Ten years later he will be too old to do this. One thing is certain—at thirty he will find that he is in great need of some specialised knowledge There are half a dozen books that will be a wonderful help to him.

It is also fairly certain that he will find he has several defects of temperament that need to be grappled with If he does not overcome them at thirty, he will probably be injured by them for the rest of his life. In a word, many a young man at thirty stands at the cross-roads He will either drift towards a lower level or climb up to success As to which he does, that depends entirely upon HIMSELF Also, it will depend to a great extent upon whether or not he has been able to retain the spirit of youth

If we attend to the matter of replacement, youth can last as long as we live. A man can be bald and boy-hearted. He can keep his knowledge up-to-date. He can displace his useless ideas and opinions with new ones On an April afternoon in 1934, an old lady of eighty-one arrived at the Croydon Air Station after a trip of eighteen thousand miles. She climbed out of the aeroplane smoking a cigarette like a flapper. She said that she intends to sell her motor car and buy an aeroplane. "I might even learn to fly it," she said

An even better story than this is told of an old salesman who started a business of his own at eighty-seven and made a success of it. His name is George C. Rodgers. He was a travelling salesman for a wholesale ironmonger. When he was eighty-seven the business was sold. The new owner regarded Rodgers as too old to have any value and discharged him.

But Rodgers was not old except in years. He started a business to make tablets, memorials and other decorative pieces in bronze, brass and iron. "There is no arbitrary age," he said, "when a good salesman stops being a good salesman by some law of nature. I have known many of my customers since they were boys. That gives me a great advantage. There are long, loyal friendships in business life.

"I read the books and magazines on salesmanship," said this young-old veteran. "My own definition of a good salesman is—one who finds out what the customer wants and gets it for him, or persuades him that he ought to have what the customer is selling, who is on the job rain or shine; who does not lie about goods or prices, who keeps his promises, who never whines, but takes it on the chin when he loses an order, and who always goes back again after he has been turned down.

"I do not talk much about the old days," he said to an interviewer. "I am too busy thinking about the new days coming. When I begin to relive the past, I will know that the time has come for me to retire."

Too many of us in the business world allow the work and worry of money-making to age us. Too many of us, as soon as we begin to succeed become more or less money-mad. From every point of view, even from the point of view of money-making, this is a serious mistake.

Money is like fire—a good servant and a bad master. Often, when a man makes a fortune quickly, his money masters him and makes him act foolishly. The money-mad man loses his money—that is almost always true. We can all remember the names of quite a few men who made money quickly, became money-mad and landed in poverty or in prison. When money goes to a man's head, it makes him arbitrary, ruthless and inconsiderate of others. He becomes, as far as his wealth permits, a Dictator. He loses completely the spirit of youth and the joy of life.

He thinks he has the world by the tail and he jerks the tail to show his power. He swanks and swaggers. But when a man has a swelled head, it is easy for any flattering trickster to make a fool of him. Sooner or

later, the money-mad man plunges into a scheme that is too big for him. Then he finds that he is not as powerful a Giant as he thought he was. And like Humpty-Dumpty, he has a great fall.

Money is not the main thing in human life. It comes in third place. Character comes first and happiness second. As long as money is kept in third place, no amount of it will hurt anyone. Some of the simplest, kindest and most helpful men whom I have known have been millionaires. They had not allowed their wealth to master them. The ownership of money is a great test. Usually, money helps a good man and makes a bad man worse.

So, as you can see, the spirit of youth can save us from quite a few follies and dangers. It can prevent us from becoming unteachable and arrogant and money-mad. It can strengthen us by securing the good-will and co-operation of others. It can give us growing business and happy homes. And in the great adventure of brain-making, it can enable us to develop our abilities in conformity with the dictates of common sense and humanity. Speaking as earnestly as only a man of many years can speak, I would say: "No matter what else you may have to let go as you pass through life, never let go of the SPIRIT OF YOUTH."

